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Message from the Chief Patron

I feel extremely happy to see the publication of the research journal *Mirpur Papers* Volume-24, Issue Number-27 of Defence Services Command & Staff College, Mirpur. *Mirpur Papers* bears the testimony of the intellectual outfit of the course participants of Armed Forces of different countries around the globe. Besides the course participants, faculty members also share their knowledge and experiences on national and international military activities through their writings in *Mirpur Papers*.

Defence Services Command and Staff College, Mirpur is the premier military institution which is designed to develop the professional knowledge and understanding of selected officers of the Armed Forces in order to prepare them for the assumption of increasing responsibilities both in staff and command appointment. Besides military matters, the course participants also undertake research works as part of their Masters of Science in Military Studies Programme under Bangladesh University of Professionals (BUP). This institution is publishing *Mirpur Papers* since 1978. Over the years, *Mirpur Papers* could draw appreciation from learned readers due to its rich contents.

This publication of DSCSC contains the research works of Course 2017-18. DSCSC always emphasizes on conducting research on contemporary issues on national security and defence. This enables the mid-level officers to make an original contribution to a subject of national or international interest. I believe the readers will find the articles useful and intellectually stimulating.

Finally, I take this opportunity to congratulate and commend the editorial board, all contributors, reviewers and all others involved in the process of the publication of this journal.

Major General Md Enayet Ullah, BSP, ndu, psc
Commandant
Defence Service Command and Staff College

EDITORIAL

Every year the Defence Services Command and Staff College, Mirpur, Bangladesh publishes a professional journal namely *MIRPUR PAPERS*. This journal is a fine blend of articles written by the student officers that present institutional, national, regional and international issues. The articles are basically the abridged versions of the original dissertation papers that the students submit as a part of the Masters Program under Bangladesh University of Professionals (BUP). The contributions of the faculty members are also significant as they supervised the research work throughout the course. In addition to the articles of the students, the faculty members also shared their valuable knowledge through their writings in this journal.

The first article of this issue is on ‘Job Opportunities for Mid-Level Officers’ Spouses within Military Periphery: A Viable Approach to Harmonious Family, Social and Professional life.’ Research seeks to explore the necessity of job opportunities for the MLO spouses within military periphery to ensure a harmonious family and social life. A mixed method of qualitative and quantitative analysis coupled with experts’ interviews and focused group discussions were used. Initially, present trend of working spouses was identified. Then, the negative impact of working spouses on MLO’s family, social and professional life were analyzed. Subsequently, the researcher identified the desired benefits of facilitating employment of spouses within military periphery on MLO’s life.

The second article is on ‘Motivational Shift of Young Soldiers of Infantry Units of Bangladesh Army in the Context of Cultural Globalization.’ Due to the excessive inclination to social media, cable television and other means of cultural globalization, the youth of today is shifting from the original value system of military society. Hence the researcher tried to find out the state of motivational shift of young soldiers in the infantry units coupling with their indicators. A mixed method of qualitative and quantitative analysis coupled with expert interviews and focused group discussions were used in this research. Thus, researcher proved the hypothesis: ‘Cultural globalization has a substantial effect on motivational state of young soldiers of infantry units of Bangladesh Army.’ At the end, few suggestive measures and recommendations have been proposed on the plausible measures to overthrow the negative effects of cultural globalization.

The third article ‘Relations Oriented Leadership: A Stimulated Leadership Model to Enhance the Operational Capability of the Under Command at Tactical Level of Bangladesh Army.’ It seeks to identify the effect of Relations between the Leaders and under Command. A mixed method of qualitative and quantitative analysis coupled with expert interviews and focused group discussions were used. Initially, prevailing leadership style of the infantry commanders was identified within using the famous “Style Questionnaire.” Then, effect of different attributes of present leadership styles were identified, to see attributes of which leadership style are more effective in enhancing operational expertise. Finally, the impact of sub-factors of Relations Oriented Leadership were determined. Thus, researcher proved the hypothesis: ‘Relations Oriented leadership will enhance infantry soldiers’ operational performance of Bangladesh Army.’ At the end, few suggestions and recommendations have been made.

‘Self-Development - A Quest for Leadership Development for the Officer Corps of Bangladesh Army,’ a fourth article, seeks to examine the “impact of self-development in enhancing the leadership attributes of the officers of Bangladesh Army with a view to suggesting ways for inculcating self-development in Bangladesh Army.” In doing that, firstly, the researcher has

analyzed the existing leadership development initiatives of BD Army and discovered its weaknesses. Thereafter, researcher has identified the existing leadership challenges and tried to establish relations between the weaknesses and challenges. These relations have assisted the researcher in establishing the fact that self-development can play a dominant role in addressing the weakness of our leadership development process for mitigating the leadership challenges. At the end, few suggestions have been made for implementing self-development in Bangladesh Army.

The fifth article is on ‘Computer Assisted Exercise: A Tool to Enhance the Combat Capability of Bangladesh Army.’ The foremost precondition of effective military training is the provision of a near to real battlefield environment. Typically, the training for military officers encompasses development of cognitive domain in order to deliver right decisions in a realistic battlefield environment. However, developing realistic battlefield environment by the primitive methods of using sand models, battle maps and similar means is seldom possible. Bangladesh Army has stepped into this era of simulation based training in the year 2016 by acquiring a simulation system named Army War Game Simulation System (AWGSS). Essentially, AWGSS offers the opportunity to train commanders at different levels on command and staff procedure, and decision-making through CAX process. The researcher was exposed to this process in the year 2016; once he was a member of AWGC. During his tenure, two CAXs involving two Brigade Groups of Bangladesh Army were conducted in this Centre. The study was based on mixed method of qualitative and quantitative analysis including few scholarly interviews and Focused Group Discussions (FGD).

‘United Nations Peace Keeping Operations in 21st Century and Preferred Options for Bangladesh Armed Forces’ is the sixth article. Traditional model of UN peacekeeping operation was more of passive in nature in resolving conflicts between states. Three basic reasons influenced the trend of UNPKO. They are changing geo-political setting, patterns of conflicts, relation between major powers and regional security cooperation. Some peacekeeping operations are being authorized in the absence of clearly identifiable parties to the conflict or a viable political process. In the contemporary trend, peace keepers are operating in more complex environments that feature asymmetric and unconventional threats. Growing participation by the regional actors and deployment of parallel force under varied command is the most significant change in the recent PKOs.

‘Internet as a Tool to Enhance Professional Competency of Infantry Soldiers’ is the seventh article. The researcher approached the problem through a mixed method of qualitative and quantitative analysis involving tools such as survey, expert’s interview, focus group discussion, document study, content analysis and researcher’s own experience. At the very outset, the present trend of internet use by the soldiers of infantry units and its effects on their profession was analyzed. Thereafter, the researcher attempted to determine various positive aspects of internet facilities available for the soldiers to explore. In addition, the researcher also studied the methods of integrating these facilities within the soldiers’ way of life including few challenges. Finally, the correlation between the positive aspects of internet and professional competency was investigated focusing on few important contributing factors.

‘Requirement of Character Development Training for Soldier: Effective Way in Enhancing the Soldiering in Bangladesh Army’ is the eighth article. This paper seeks to identify prevailing existing character training systems in the infantry units. Then, the impact of character development training on performance were determined. Finally, challenges were identified and few suggestions have been made.

The ninth article is on ‘Peacetime Competitions: A Foundation for Active Military Operations – Implications for Pak Army.’ One of the regular pre-occupations of defense personnel inside cantonments is the preparation for and participation in inter-unit competitions. Some personnel consider them irrelevant for combat preparedness as there seems no direct linkage between competitions and active military operations, however it has been established in this study that frequent victories in peacetime contests impact the field operations of a unit. In this context, the effect of victories in sports, training and administrative competitions on the overall state of morale of all ranks of an outfit has been explored initially, which appeared quite phenomenal. Thereafter, another aspect of successive triumphs, which is the development of a ‘Winning Habit’ has been examined. The statistical data and scientific data backed by subjective analysis of said conception establishes its viability. Eventually the impact of high state of morale and winning habit on the conduct of military operations has been deliberated, keeping miscellaneous contributing factors as constant.

The tenth article is on ‘Evaluation of Personality Traits of Military Offspring: Focusing on Better Parenting.’ Military offspring (children of military personnel) enjoy a comparatively better physical and social environment prevailing in good educational institutions. Their personality traits are supposed to be developed in a healthy way to positively impact their performance in the society as successful citizen of the country. Every year, a good number of military offspring are appearing a three dimensional test at Inter Services Selection Board (ISSB). A careful study on their performance at ISSB reveals that the performance of our children is not satisfactory and the personality traits are also not in a balanced shape. The assessors serving at ISSB also opined that, some common shortcoming or weakness in the personality traits of our children hindering their performance. It is well established that, environment plays a vital role in forming up the personality traits of a child. In the context of Bangladesh, parents play the most vital role to shape up the home and social environment. A good parenting style can positively impact the personality traits and performance of a child. Good and balanced parenting style is probably missing in our military society due to ignorance and other factors. This research found a deep relation between parenting style and the development of personality traits of military offspring in the context of Bangladesh. We need to address this issue in personal level by building awareness and as organization our services may take some steps to improve the present situation.

The eleventh article of this issue is ‘Cooperative Maritime Domain Awareness: Addressing Non-Traditional Maritime Security Challenges in the Bay of Bengal.’ The Maritime Domain Awareness (MDA) is a term that involves being aware of all activities in maritime domain of one’s area of interest to support necessary actions at strategic, operational as well as tactical levels. However, research indicates that achieving the so called ‘Comprehensive MDA’ with purely national level efforts is almost never feasible. This is mainly due to the vast and diverse nature of maritime domain and lack of adequate resources. The non-traditional maritime security challenges (NTMSCs) such as piracy/ armed robbery, poaching, gun running, drug/human trafficking have

enormous potential to cause significant harm to various littoral states. The same is true for the Bay of Bengal region as well. Cooperation to address these NTMSCs is essential since most of these NTMSCs are transnational in character. ‘Cooperative Maritime Domain Awareness (CoMDA)’ is a concept that is aimed at generating comprehensive MDA to address these NTMSCs through cooperative surveillance of maritime domain, generation, analysis and dissemination of actionable information between consenting states.

‘Evaluation Process of Bangladesh Navy Sailors and its Impact on Their Overall Proficiency and Work Environment’ is the twelfth article. Evaluation process of BN sailors considerably contributes in enhancement of overall proficiency and work environment of BN. However, various factors like technological and socio-economic changes, expansion and modernization of BN has significant influence on sailor’s proficiency and work environment which are not addressed in existing evaluation process. Moreover, existing evaluation system of BN sailors inherently possesses some drawbacks that are not conducive to the enrichment of proficiency including work environment. Therefore, reformation of the evaluation process is felt necessary to address shortcomings evolved from recent changes and from those inborn. The researcher conducted research taking a hypothesis that ‘reformation of existing evaluation process of BN sailors will significantly enhance sailor’s proficiency and overall work environment.’

The thirteenth article of this publication is on ‘Employment of Airwoman in BAF: Prospects and Challenges.’ Since this is a new phenomenon, it demands a thorough analysis. There is also a general concern that if the airwomen are inappropriately employed, they may fail to perform to the optimum and thereby adversely affect the organizational progress. As such the airwoman needs to be appropriately employed to unleash their potentials. This research is about the identifying different challenges of employing airwoman and find out probable remedies to enable their effective utilization in BAF. Thereby the hypothesis is framed as ‘Appropriate employment of airwoman will enable their effective utilization for the organizational progress of BAF.’ The researcher has applied number of tools for data collection which includes content analysis, surveys, interview, focused group discussions and researcher’s own experience. The analyses have found many challenges on this issue. It is also evident that, if the challenges are not mitigated, they will pose barriers in attaining and maintaining the organizational progress. However, to mitigate the challenges, both immediate and long term measures have been identified and suggested.

‘Retention of Skilled Manpower for BAF to Meet the Future Challenges’ is the fourteenth article of this publication. BAF began its journey with the mission to keep the airspace of Bangladesh free from adversary. Over the year, responsibilities of BAF have increased in manifold. At present BAF is undergoing modernization and expansion under Forces Goal 2030. BAF is inducting variety of platforms with cutting edge technology. For handling that equipment, BAF needs skilled and experienced technicians. Skilled manpower shortage was a long standing issue and will be acute due to additional requirements of FG 2030. BAF has to pay a lot of money and effort to train and develop skilled manpower. But most of the BAF technicians proceed on retirement at the age of 50-52 years. At that time, most of them remain mentally and physically capable and start their second career outside. It was revealed that BAF will have huge shortage of skilled manpower to meet the upcoming challenges.

The last article of this issue is on ‘Central Research and Development (R&D) Establishment for Bangladesh Air Force (BAF): A Step Ahead to Enhance Operational Capabilities.’ BAF conducts R&D in all the bases and units in a regular manner. It started with isolated efforts than centralized efforts. Different bases have their own R&D cell that engaged in developing different projects. Technical personnel with their personal interest take the projects and conduct R&D. But lack of sufficient knowledge and experience are the hindrance of indigenous R&D work. Recently a good number of engineering officers have achieved the PhD degree which enriched their knowledge to perform more indigenous R&D projects. But, it is a matter of deplore that, Bangladesh Air Force does not have any R&D infrastructure. Lack of R&D organization makes the BAF personnel disorganized and there is resultant discontinuation of effort. At the same time, it is a question, whether; it is fully possible with the level of knowledge and experience. BAF personnel possess expertise to conduct a comprehensive R&D that will help to augment the operational capability of BAF. Taking that into consideration, the researcher proposed a solution with a structure of R&D organization for BAF.

JOB OPPORTUNITIES FOR MID-LEVEL OFFICERS' SPOUSES WITHIN MILITARY PERIPHERY: A VIABLE APPROACH TO HARMONIOUS FAMILY, SOCIAL AND PROFESSIONAL LIFE

“If by strength is meant moral power, then woman is immeasurably man’s superior. Has she not greater intuition, is she not more self-sacrificing, has she not greater powers of endurance, has she not greater courage? Without her, man could not be. If nonviolence is the law of our being, the future is with woman. Who can make a more effective appeal to the heart than woman?”

–Mahatma Gandhi

Major Mohammad Forhan Haider Rahman, SUP, Infantry

ABSTRACT

Military wives of Bangladesh (BD) Army have always been the prime source of inspiration for the officers. They are a significant part of the organization providing perfect balance to the military family and society. However, in recent years, there had been a sharp rise in the number of working wives amongst Mid-Level Officers’ spouses due to the socio-economic changes of the country. Due to lack of adequate job opportunities in and around cantonment, many of them perforce opt for employments out of military periphery. As such, longer distances and inflexible job environments kill valuable family time and gradually isolate them from military society. In worst cases, the transient nature of military officers compels a wife to stay away from her husband for the sake of profession. This trend seems to be unavoidable and is alarmingly increasing day by day. These phenomenon bring far reaching adverse effects on family, social and professional life of a MLO. Consequently, poor commitment and devotion of these officers affects the organization as a whole. At this backdrop, this research seeks to explore the necessity of job opportunities for the MLO spouses within military periphery to ensure a harmonious family and social life. A mixed method of qualitative and quantitative analysis coupled with experts’ interviews and focused group discussions were used. Initially, present trend of working spouses was identified. Then, the negative impacts of working spouses on MLO’s family, social and professional life were analyzed. Subsequently, the researcher identified the desired benefits of facilitating employment of spouses within military periphery on MLO’s life. Finally, researcher proved the hypothesis: ‘Job opportunities for spouses within military periphery will ensure harmonious family and social life of MLOs.’ At the end, suggestions on few organizational endeavours were highlighted to facilitate employment of spouses in and around military premises to deal with the emerging challenges.

INTRODUCTION

Military wives, over the ages, probably sacrificed more than any other women in the world. As the saying goes, “behind every successful man, there is a woman”. Reflection of this proverb can best be found in military family. Like any other Armies of the world, wives of Bangladesh (BD) Army Mid-Level Officers (MLO) are also the prime contributors to their husband’s success. Their unconditional sacrifices and care for the

family allow officers to devote completely towards the service of the nation. Furthermore, they form the nucleus of a strong and harmonious military social life. Equally they uphold and maintain the tradition and values of military society.

Modern world is providing enormous opportunities for educated women to pursue professional careers. As a result, women in BD are increasingly contributing in all professional sectors. Keeping pace with peers, well-educated wives of MLOs are also in pursuit of professional careers in a bid to establish their own credibility in society. But, due to lack of adequate job opportunities in and around cantonment, many of them perforce accept employments out of military periphery to meet their aspirations. These unavoidable situations often kill valuable family time of spouses for traversing longer distance to office. Even worse, in most of the cases the profession keeps them away from their husband, so to say, family. Thus, officers' family and social life are often adversely affected due to lack of support from wife, constant anxieties for children and poor involvement in military society. Consequently, it has an impact on officers' devotion towards the service.

In the present scenario of sharp rise in working spouses, balance in MLO's life may be struck by ensuring suitable professions for the ladies within military periphery. Unfortunately, BD Army is able to provide very scanty job opportunities mostly in teaching and banking sectors within the cantonments. The organization also does not have any immediate plan to absorb the increasing job demands of spouses in near future. Consequently, spouses' job hunt beyond military periphery may have a far reaching effect on the overall commitment of MLOs towards the Army. Therefore, there is a necessity to facilitate job opportunities for the spouses in and around cantonment areas with a view to ensuring harmonious family and social life. At this backdrop, this writing will initially highlight the present trend of working spouses of MLOs, Subsequently, it will discuss the negative impact of employment of spouses out of military periphery and the expected benefits to facilitate their employment in and around cantonment. Finally, the paper will suggest few measures to assist employment of MLO's spouses within military periphery followed by few recommendations.

PRESENT TREND OF WORKING WIVES EMPLOYED WITHIN AND OUTSIDE MILITARY PERIPHERY

Existing Influences behind Employment of MLO's Spouses

Reasons for Pursuing a Career. In the present socio-economic context, almost every woman nowadays has an aspiration of pursuing a professional career. More than 68% of the MLO spouses are graduates and post-graduates aspiring to build a career. Moreover, due to the connectivity in various social networking sites, housewives remain under peer pressure from the working ladies to seek for a job and establish own credibility. As such, there are significant reasons behind pursuing a professional career by the military wives (**Figure-1**).

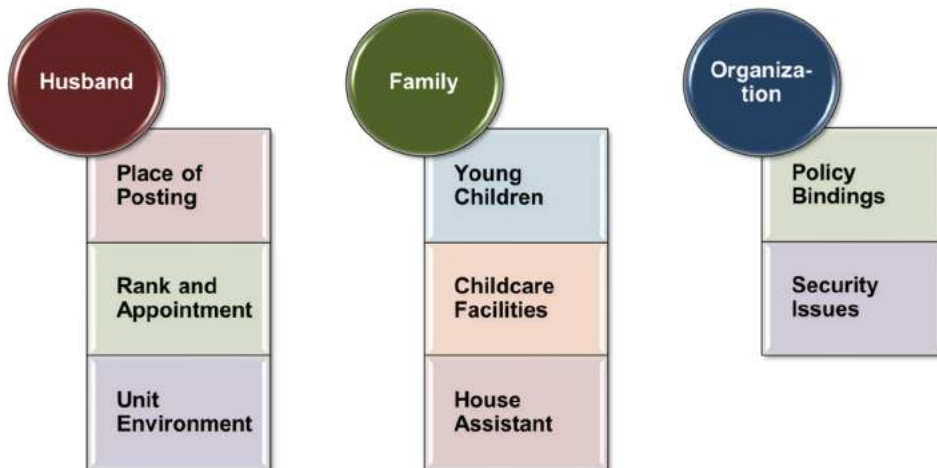
Figure-1: Reasons for Pursuing a Career by Military Wives



Source: Researcher's construct

Conditions for Seeking Employments. Military spouses have few unique characteristics which govern their likelihood of being employed. Often the conditions related to military husband, family and organization are found to be more influential than the reasons stated in paragraph 4. These factors are illustrated in **Figure-2**.

Figure-2: Conditions for Seeking Employments by MLO's Spouses



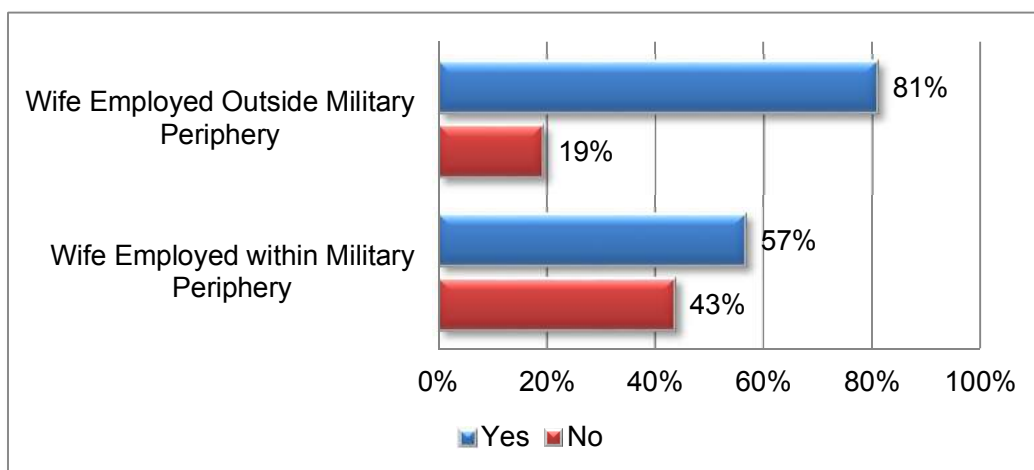
Source: Researcher's construct

Comparison between Working Wives Employed Within and Outside Military Periphery

Present Status of Working Wives. Due to the inadequate jobs, under-employments and poor career prospect, most of the military spouses opt for a profession out of military periphery. On the contrary, the wide varieties of jobs beyond military premises fit more to their qualification and status. As such, survey found almost two-thirds of the working spouses employed outside military periphery.

Family Status (Attached/ Detached) of Working Wives. Professional requirement of spouses and frequent posting of officers often compel a MLO to lead detached family life. In past few years, number of officers staying away from family due to spouse's profession and children's study has alarmingly increased. Significant number of the MLOs has spent minimum 6 months of detached family life due to their wife's professional needs (**Figure-3**).

Figure-3: Response on Leading Detached Family Life (Min 6 Months)

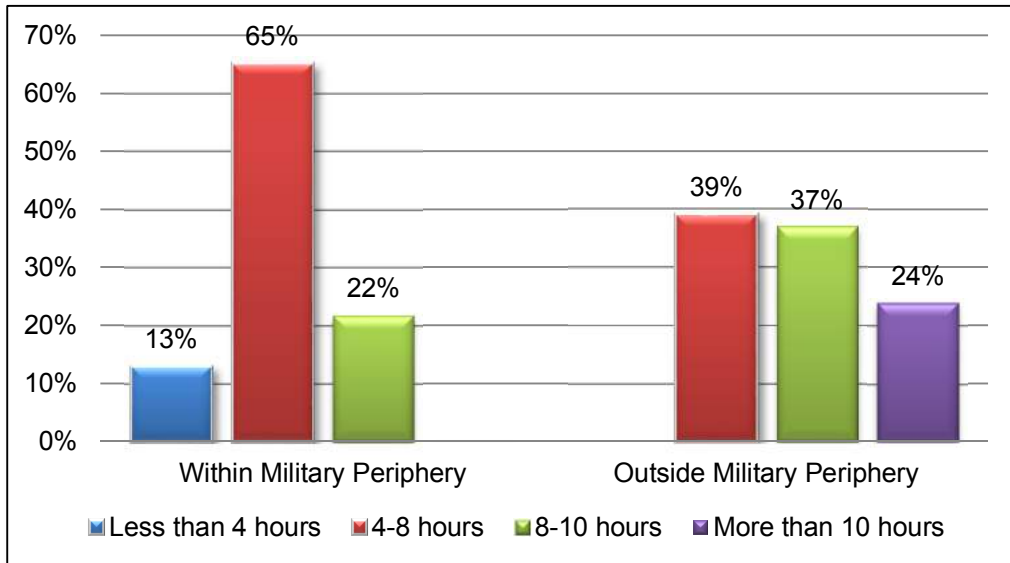


Source: Researcher's construct based on survey result

Existing Professions of Working Spouses. At present, within the military periphery, spouses are mostly employed as military officer, doctor, teacher and banker. While outside military periphery, spouse's are mostly employed as corporate employee, teacher, lecturer, lawyer and banker.

Average Time Spent for Profession. Though there are differences in salaries and amenities in both the employment areas, the most concerning is the amount of time spent in office and travel. Most of the professions out of military periphery involve a longer travel which unusually increases due to peak traffic hours. A comparison shown in **Figure-4** shows the contrast.

**Figure-4: Comparison between Time Spent for Profession
(Office Hours +Travel Time)**



Source: Researcher's construct based on survey result

IMPACT OF WORKING SPOUSES EMPLOYED OUTSIDE MILITARY PERIPHERY ON MLO'S FAMILY, SOCIAL AND PROFESSIONAL LIFE

General

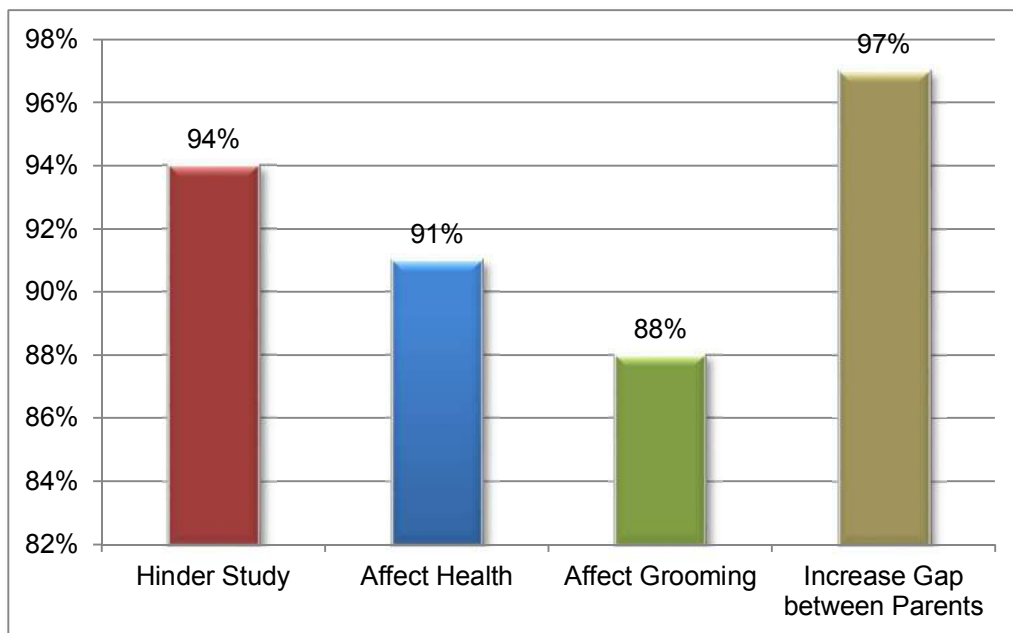
Working Spouses have significant impact on a military officer's professional, family and social life. From positive point of view, working spouses not only enhances economic solvency of the family, but also symbolizes woman empowerment in the society. On the contrary, family is often deprived of the due care of a mother and wife due to spouse's employment. Moreover, lesser involvement in the military social activities by working ladies has become a concern in preserving the tradition and culture of military community. These adverse impacts are discussed in subsequent paragraphs.

Impact on Family Life

Lack of Emotional Support from Wife. Military wives render invaluable and indispensable emotional support to officers during the moments of challenges and tough situations. However, a professional lady, at the end of the day, remains exhausted yet performs the household affairs and caresses the children. As such, it may not always be possible for the wife to provide desired emotional support to husband during the stressed moments. Sadly, the support becomes very limited to few minutes of phone call in case of a detached family.

Poor Grooming up of Children. Research reveals that children's study, health, psychological growth and affiliation with parents suffer due to absence of mother during initial two years of life. Since, 46% of the MLOs have children of 2 years and below, their kids remain vulnerable to these effects. While, due to detached family life of working parents, children are deprived of the crucial parental care and family education. The effects are illustrated in **Figure-5**.

Figure-5: Response on Effects on Children due to Poor Childcare

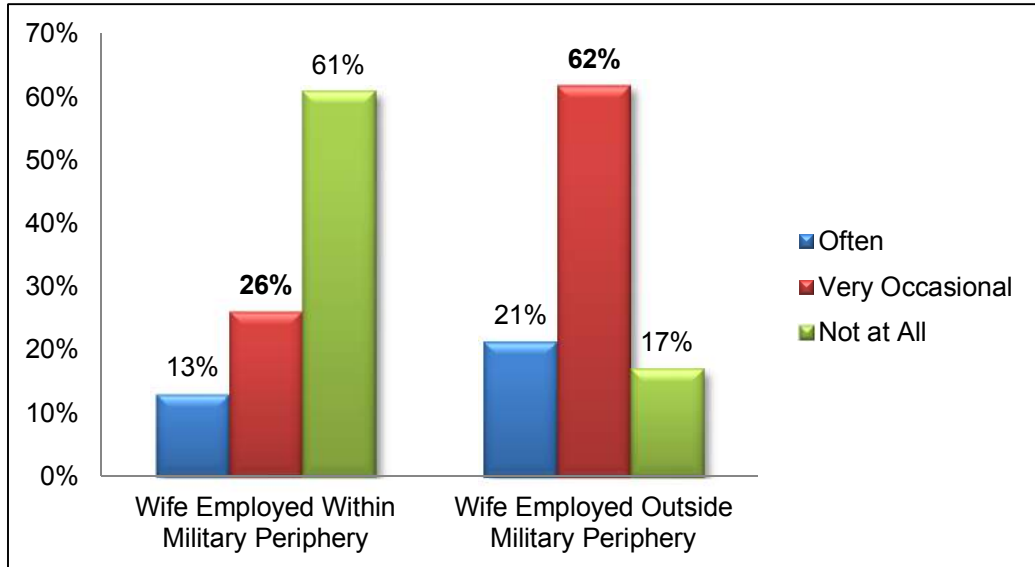


Source: Talukder, 2014

Poor Management of Household Activities. Working women usually find themselves with increasing workload in office, combined with the added responsibilities towards family. That is why they often cannot perform well at home. As such, a working wife failing to harmonize between the two roles at home and work may often raise dissatisfaction to family members.

Generate Complicacy in Conjugal Life. Marital stress is found among those working wives who fail to perform wifely and motherly roles as the husband wants. In these cases, the degree of marital disharmony is related to how much time the working wives spent on their job. Moreover, prolonged detached family life remains one of the significant reasons to trigger extra-marital affairs leading to a complete break-down of conjugal life. Survey results show that, MLOs admitted more occasional complicacies while wife is employed out of military periphery (**Figure-6**).

Figure-6: Response of MLOs on Complicacy in Conjugal Life



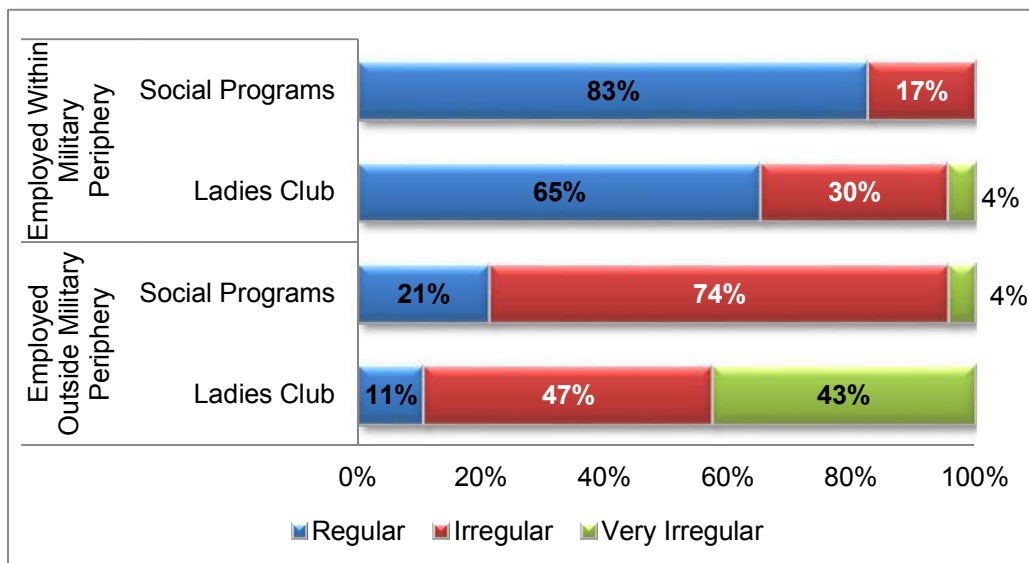
Source: Researcher's construct based on survey result

Constant Security Concerns for Family. A major anxiety for dual career couples is the absence of reliable persons for taking care of their home and children during office hours. Separation from family also causes officer's constant security concern for his wife and children. Survey results shows MLOs with distant working wives feel greater security concerns for their family.

Impact on Social Life

Irregular Presence in Ladies Club and Social Events. Any institution or organization away from military environment is often found to be inflexible to spare military wives for attending military social programs. As such, these working wives have poor participation in military society. Moreover, working wives leading detached family life finds it difficult to repeatedly request employer for leave to participate in Club Nights, Unit/ Formation Picnic, Eid Reunion, Pitha Utsob, Senior Officer's Invitation, Important Visits etc. Response of the working wives on participation in various social programs is illustrated in **Figure-7**.

Figure-7: Response of Working Spouses on Participating in Social Programs



Source: Researcher's construct based on survey result

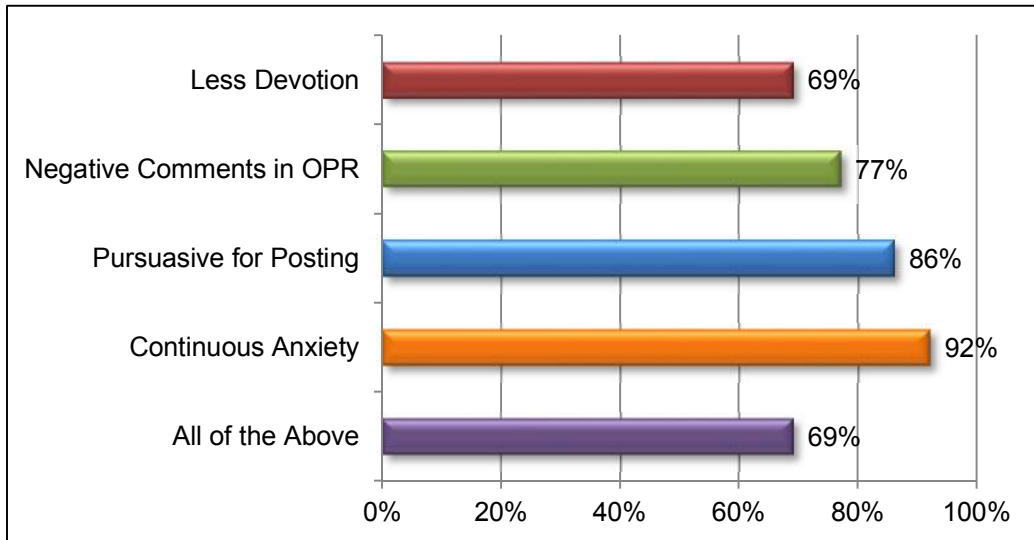
Poor Attachments with Relatives and Military Families. It is observed that, increasing number of working ladies is taking a heavy toll on inter personal relationship amongst the military families. Nowadays, working wives' interaction with military families is confined within the social networking platforms. In a response, **83%** of the working ladies employed outside feel that they cannot interact with relative, neighbors, unit officers' and course-mate families regularly due to busy life.

Poor Understanding of Military Social Norms. It is expected that military wives have a clear perception about organizational values and norms of military community. But, due to lesser projection to military life, working spouses may take longer time to mature with the military social norms. A working wife staying away from cantonment life is likely to have poor comprehension of military customs even after 5-6 years of service.

Impact on Professional Life

Lack of Commitment. A MLO with working spouse is likely to remain more stressed due to his greater involvement in household chores and child caring. Hence, such preoccupation of mind is likely to affect an officer's devotion towards service. Consequently, it entails frequent requests for leave, manipulation in posting, disturbed family life and constant worries for family residing away.

Figure-8: Response of MLOs on Negative Impacts on Profession



Source: Talukder, 2014

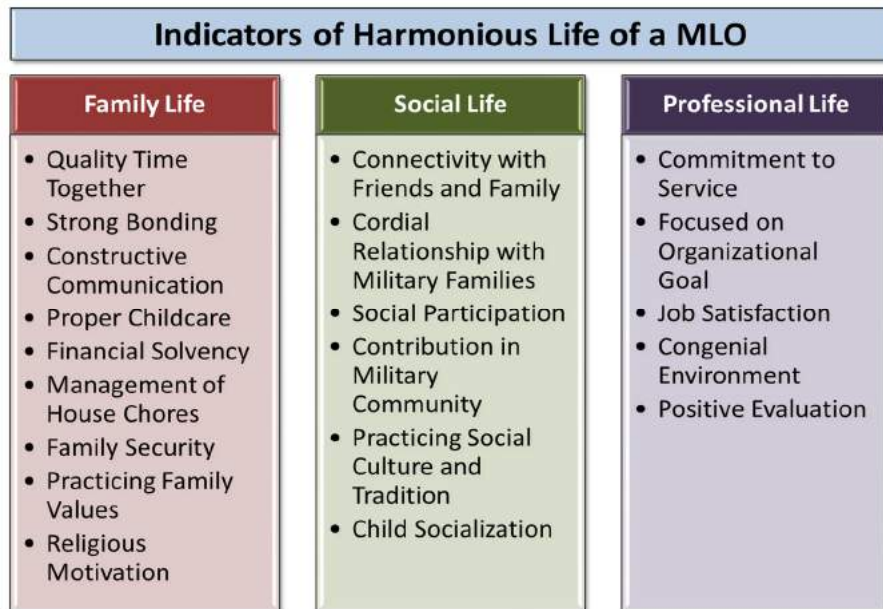
Detrimental Effect on Officer's Career. Despite highest devotion towards service, an officer remains answerable to superiors due to wife's poor involvement in military community. Almost 87% of the MLOs agreed that, wife's profession outside military periphery bears negative impacts in his career.

EXPECTED BENEFITS ON MLO'S LIFE THROUGH FACILITATING JOB OPPORTUNITIES FOR SPOUSES WITHIN MILITARY PERIPHERY

General

A working wife, apart from her profession, is culturally burdened with the responsibilities of a housewife, mother and a military spouse. The balance between these multiple roles is related to how much time the working wives spent on their job. As such, keeping a close view of the negative impacts, a comprehensive survey was carried out to perceive the benefits of spouse's employment within military periphery, against few identified indicators of harmonious life (**Figure-9**). The expected benefits are highlighted in subsequent paragraphs.

Figure-9: Indicators of Harmonious Life of a MLO



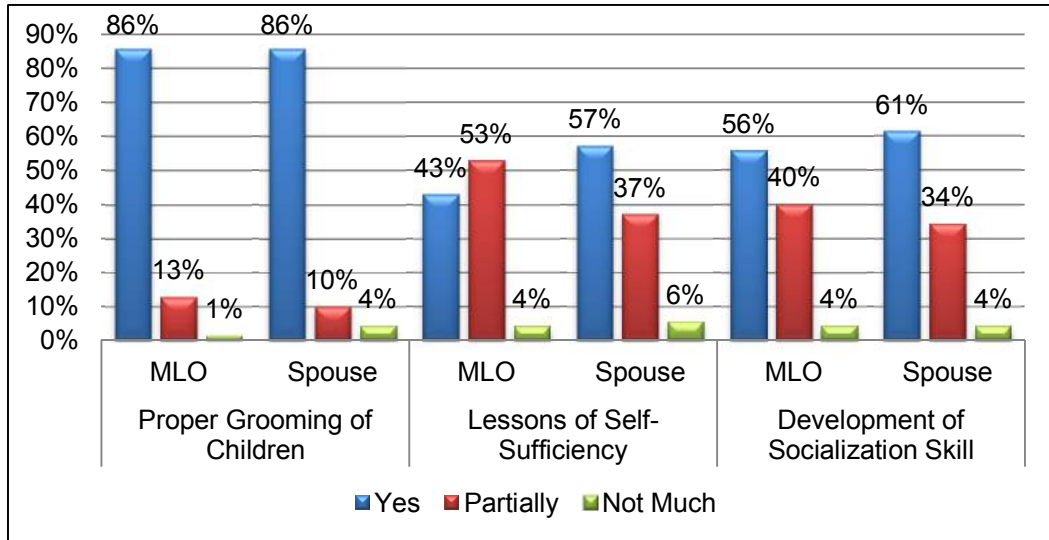
Source: Researcher's construct

Harmonious Family Life

Ensured Psychological and Emotional Support. Unlike any other profession, a military serviceman constantly seeks for the emotional support from his family. Only a convenient employment can buy a working wife enough time to secure psychological and emotional bonding with her family. Most of the working couples think that, he/she will be able to receive/provide necessary emotional support, if spouses are employed within the periphery of cantonment.

Effective Grooming of Children. Child's early growth, development and training are greatly influenced by the amount of quality time spent by a mother. Therefore, a working wife's role as a mother demands spending substantial amount of time behind the young kids to ensure his/her sound physical, intellectual and socialization skill development. As such, both MLOs and spouses agree that a convenient profession will ensure better care for their children (**Figure-10**).

Figure-10: Response showing Prospect of Better Childcare



Source: Researcher's construct based on survey result

Perfect Balance in Conjugal Life. Marital harmony of dual career couples largely depends on communication, sharing of roles and contribution to family chores. Since military is a demanding profession, therefore the spouse's convenient profession remains as one of the deciding factors for a stable marital relationship. Moreover, according to a study conducted, it was stated that a dual career couple have better balance in their relationship and more advanced in solving problems for each other, than any normal couple

Adequate Concentration on Homemaking. A closer job location would allow a working wife to preserve the energy to deal with the household chores at the end of the day. Thereby, she would be able to live up to the expectations of her family members' need and ensure their comfort.

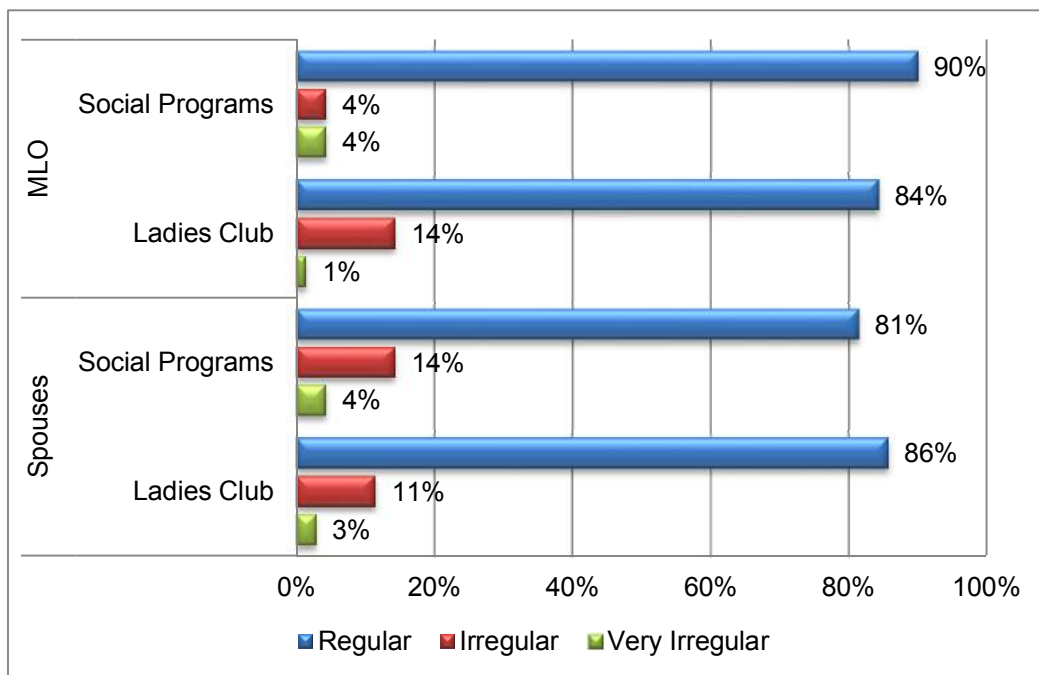
Secured Family Life inside Cantonment. A job opportunity for MLO's spouse within the military periphery would ensure living a secured family life inside cantonment. Moreover, nearby child schooling, availability of required amenities, presence of dependable neighbors and proximity of office removes constant anxiety for both husband and wife.

Vibrant Social Life

Ensuring Regular Presence in Ladies Club and Social Events. An employer institution within military periphery would naturally be considerate to spare spouses for attending the military formal programs. As such, a working wife would be able to keep up her original identity as a military wife by remaining involved in military social

activities. More than 80% couples opine that, any employer in military periphery would facilitate regular participation of working wives in military social activities (**Figure-11**).

Figure-11: Response showing Prospect of Participation in Social Programs



Source: Researcher's construct based on survey result

Regular Interactions with Relatives and Military Families. Military social bonding is not only grown through formal social programs, but mostly through informal pieces of interactions between neighbors, unit families, course-mates etc. A working wife employed in any capacity (e.g. Banker, Teacher within cantonment) to render service to the military community, would have frequent interactions with military families even in the form of client and service provider. Moreover, she can spare more time to keep regular affiliation with the relatives and remain connected.

Adequate Exposure to Military Social Norms. A working spouse would constantly have exposure to military social norms if she manages an employment within the organizational vicinity. In fact, her profession may allow more projection to the nitty-gritties of the military organizational practices, culture and behavior.

Smooth Professional Life

Enhanced Devotion to Military Profession. An officer feels comparatively relaxed when spouse works close by. Since, wife can spare more time for family, a MLO is able

to focus his efforts towards the organizational goal. Additionally, reduced financial worries would allow the officer to be more committed in professional affairs.

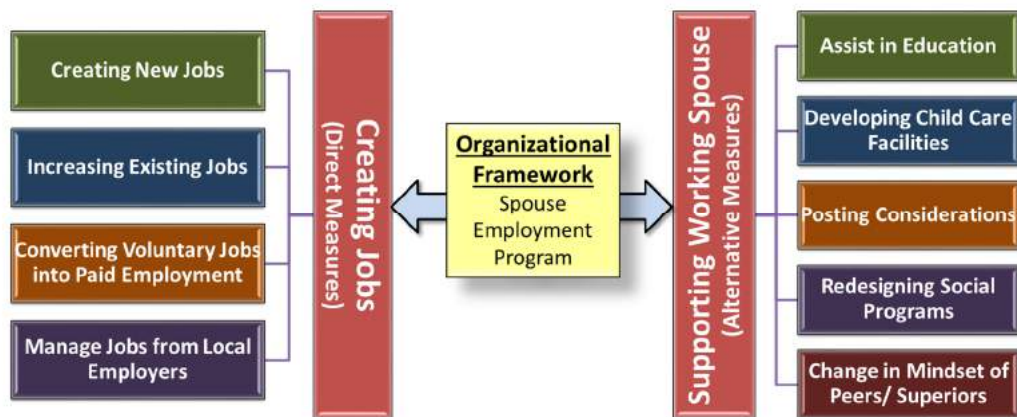
Better Prospect in MLO's Career. A working wife who maintains sound social interactions would undoubtedly be considered as an ideal case in present context. Hence, the officer would invariably be credited for his balanced family and social life. Consequently, his enhanced devotion and harmonious life would certainly be valued to the superiors through high grades in OPR.

FACILITATING JOB OPPORTUNITIES FOR MLO SPOUSES WITHIN MILITARY PERIPHERY OF BD ARMY

General

The significant impact of a working wife indicates that, it is a prime time for BD Army to address the employment issues of military spouses and reduce the impact on officer's career. In this regard, two broad measures can be adopted (**Figure-12**). Firstly (direct measures), BD Army may try to explore job opportunities for MLO's spouses within military periphery. However, it is well perceived that, it may not meet the overwhelming job demand in short term. Hence, secondly (alternative measures), the organization may initiate few systematic changes to ease up the stresses of working couple. These measures are elaborately discussed in subsequent paragraphs.

Figure-12: Schematic Approach to Facilitate Employment of Spouses within Military Periphery



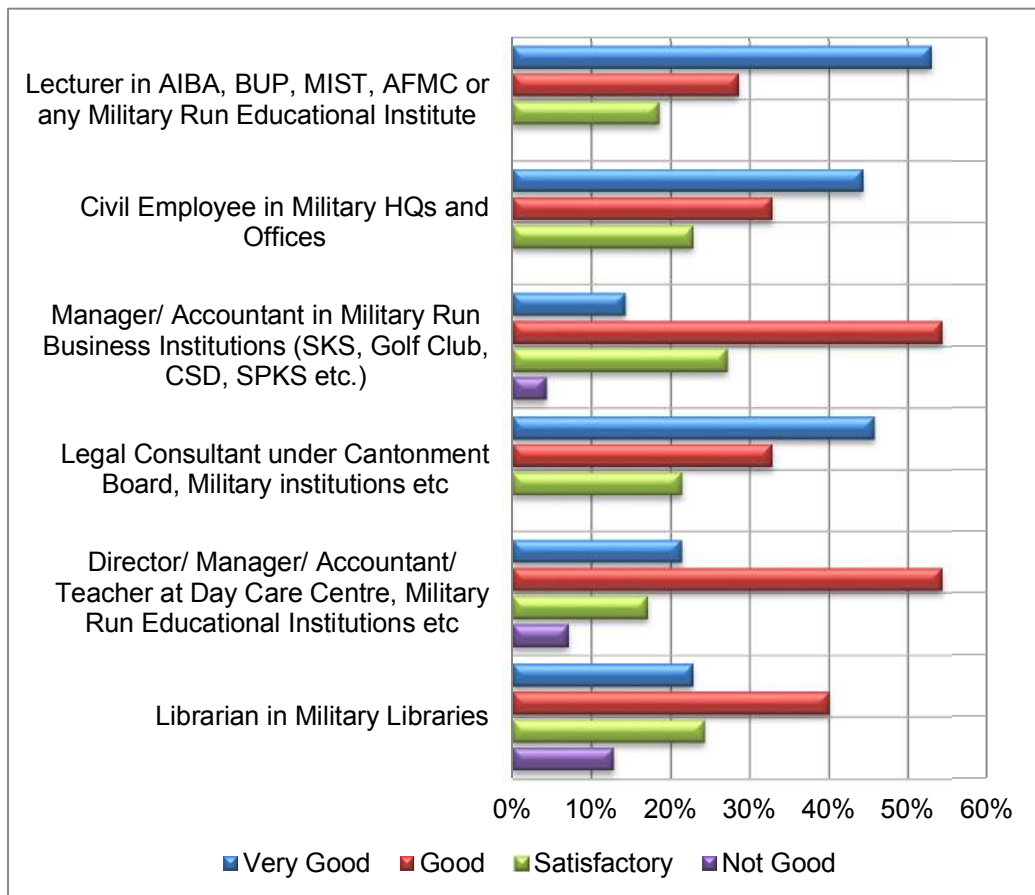
Source: Researcher's construct

Exploring Job Opportunities within Military Periphery

Creation of New Job Opportunities.

a. **Permanent Employments.** In present socio-economic context, a permanent employment not only bring added financial and multiple benefits, but also establishes spouses' as a credible member in the society. Employment which may be introduced within military periphery is listed in **Figure-13**. It also illustrates the acceptance of the employments by MLO spouses.

Figure-13: Response showing Acceptance on Proposed List of Full Time Employment

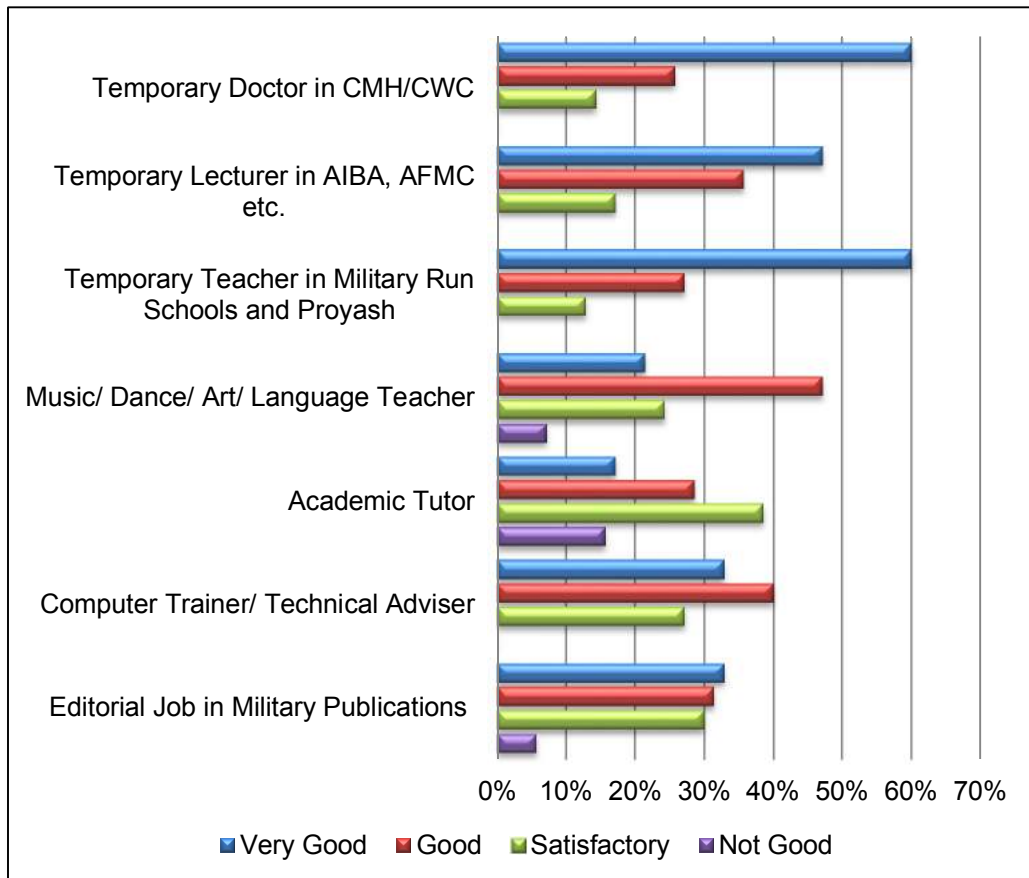


Source: Researcher's construct based on survey result

b. **Part Time Employments.** Although part time job do not ensure a progressive career building, nevertheless it is often a best balance for a military wife to execute her multiple role responsibilities. Part time jobs also suites the transient nature of

military profession and allows qualified spouses to nurture their talents at least in limited scope. **Figure-14** illustrates the responses of MLO spouses on few proposed part time employments.

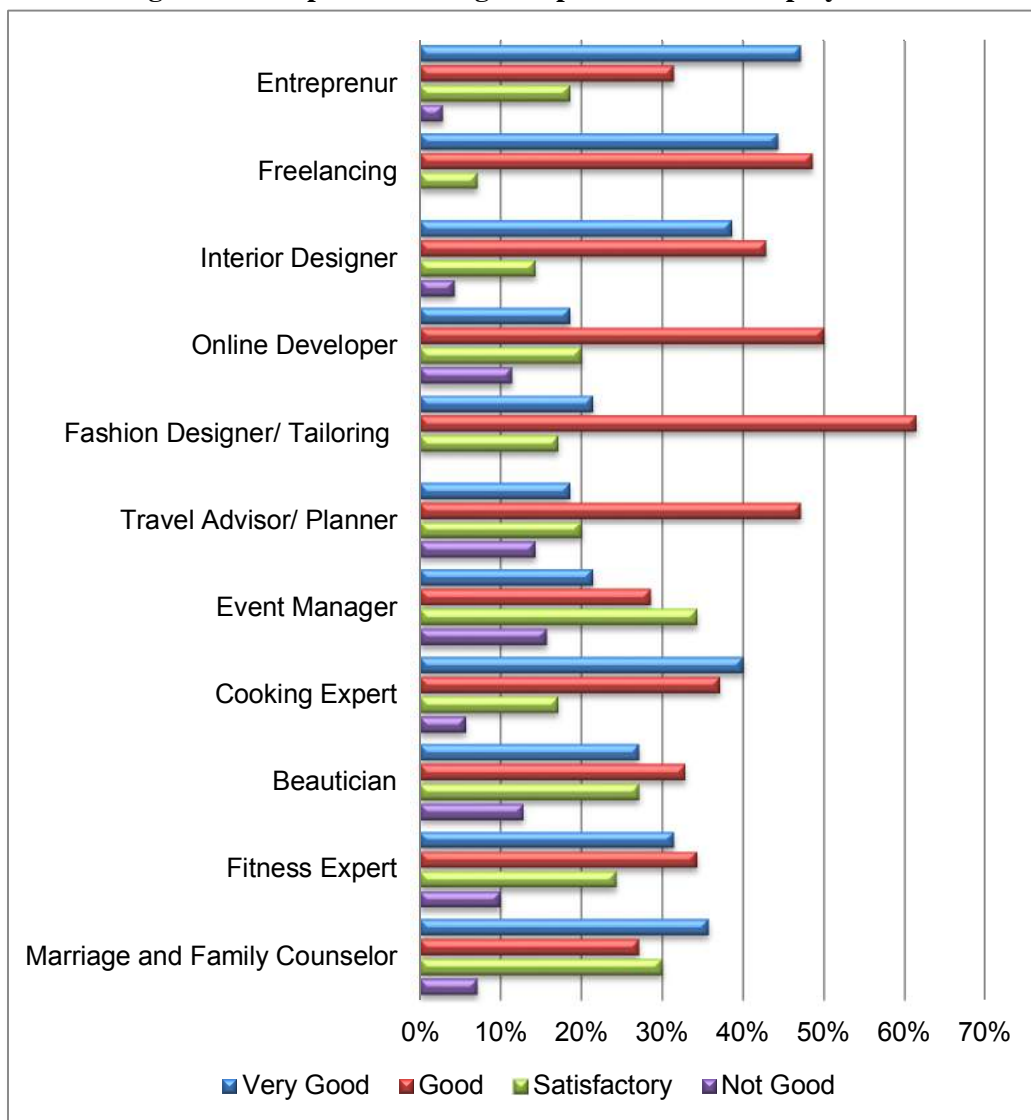
Figure-14: Response showing Acceptance on Proposed List of Part Time Employment



Source: Researcher's construct based on survey result

c. **Self-Employed.** Self-employment is increasingly becoming popular amongst women in BD. If authorized by the organization, self-employment and freelancing may be a viable option to open a variety of job options for the spouses. Responses amongst the MLO's spouses on self-employment options are listed in **Figure-15**.

Figure-15: Response showing Acceptance on Self-Employed Jobs



Source: Researcher's construct based on survey result

Increasing Existing Jobs. Existing job within military periphery mostly includes employments in teaching and banking. In this regard, Chairman of Mirpur Cantonment Public School views that, there is no problem in provisioning more quotas as teachers, provided we get qualified and committed military spouses. Trust Bank Limited has the capacity to offer more jobs outside Dhaka. This indicates that there is an ample scope to increase the existing jobs without compromising the quality.

Convert Voluntary Works into Paid Job. BD Army runs social and welfare organizations in the form of Ladies Club and SPKS in every cantonment. Both of these organizations, having their own purpose offer few voluntary jobs (Secretary, Treasurer etc.) for MLO spouses. Since, the appointments have specific charter of duties, these voluntary jobs may be turned into paid job. Such conversion may also encourage more commitment towards their responsibilities.

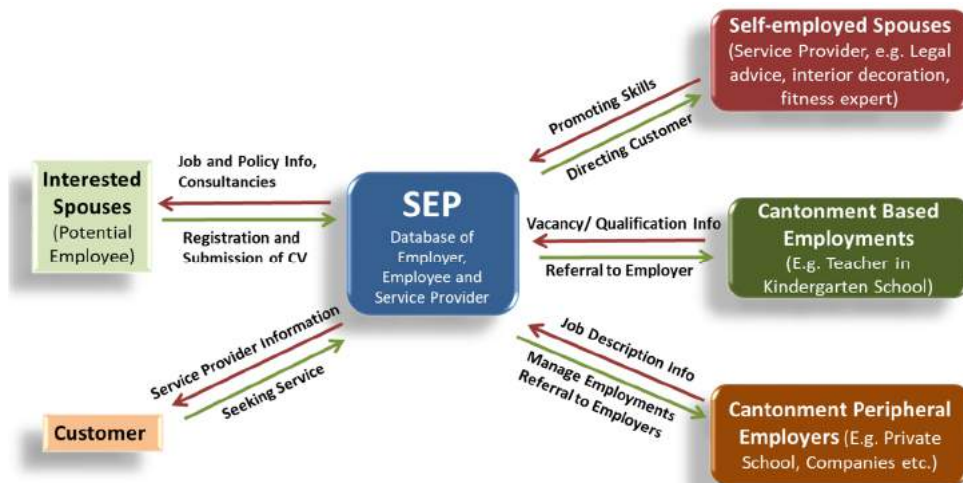
Facilitate Job Opportunities within the Vicinities. Since most of the cantonments are located adjacent to major cities, there lies a wide range of job opportunities within close vicinities. In this regard, formations may develop relationship with local employers in private school, banks, hospitals and companies in order to manage quotas for military spouses.

Requirement for an Organizational Framework

Concept of Organization. Concept of an organizational framework to assist military spouses for employment is common in western militaries. Considering the increasing effect on military society due to spouse's employment, it is high time for BD Army to consider a well-directed spouse employment program (SEP). As such, an organizational framework may be a feasible option to attain a long term solution.

Aim and Purpose of SEP. The aim of the program would be to provide career development and employment assistance for military spouses. Such program would also serve as a liaison/referral service to cantonment based or peripheral employers. Basic concept of SEP is illustrated in **Figure-16**.

Figure-16: Basic Concept of SEP



Source: Researcher's construct

Alternative Options (In Case of Unavailability of Jobs against the Demand)

Assist in Education and Training. An alternative to facilitate employment is to provide military spouses assistance in acquiring educational qualifications. Assistance may be offered by providing better access in military run educational institutions, transferring credits or by financial assistance. Moreover, short courses on cooking, interior decorations, driving, computer training, freelancing etc may be arranged locally by formations to assist in acquiring expertise.

Reducing Stresses of Working Couple. BD Army may initiate systematic changes to decrease the anxieties of working couple. It may begin with a general shift in perspective towards a working lady and attain a progressive adaptation to the new socio-economic environment. Since child care is the greatest concern, introducing quality Day Care Centre and facilities may lower the worries of working parents. Formations may also redesign the social calendar and provide early forecast of social events to ensure maximum participation of the working spouses.

CONCLUSION

Socio-economic condition of BD is rapidly transforming since the 90s by integrating more number of women in economic activities. As a part of such revolution, despite the transient nature of life, military wives of BD Army have been equally pursuing employments to earn stature. However, a sharp increase of working wives has generated multiple complexities in family and social life of a MLO, by which the organization is directly or indirectly affected. Undoubtedly, there is a sharp increase in working spouses amongst MLOs. As such, inadequate job opportunities within the military periphery are causing increased number of detached family.

Working spouses have significant impact on the MLO's life. The impact becomes severe when military spouses opt for a profession outside military periphery due to scarcity of jobs in and around the cantonment. Spending inadequate time with family due to long office and travel harms the conjugal harmony and proper grooming up of children. On the other hand, poor participation in military social activities not only hurts military social norms, but also dents MLO's image as well. As such, there is a sharp contrast in the devotion of officers with distant working wives. On the other hand, a job in and around the cantonment would ensure attached and secured family life inside cantonment, which would significantly reduce mental stress of an officer. Working spouses would also be able to contribute more to military social programs and maintain connectivity with military families. Consequently, an officer would be able to commit himself more towards the service and excel in his career.

Considering the overwhelming benefits, BD Army may take few measures to facilitate employment of MLO's spouses. Firstly, exploring various permanent, part-time and self-employed jobs within the periphery may reduce outwards professions. To

further facilitate the employment, an organizational framework may be introduced to run a comprehensive spouse employment program. However, these efforts may not be able to meet the overwhelming job demands of near future. Hence, few alternative measures to support the life style of working couples may be initiated.

RECOMMENDATIONS

Basing on the above discussion, the following recommendations are made:

- a. A Board of Officers under Adjutant General's (AG) Branch may be formed to identify the potential employments for qualified spouses in all types of military-run institutions. A systematic transferal system within the institutions may be studied to reduce the effect of frequent posting. The board may also find out the feasibility of authorizing self-employed jobs, freelancing and entrepreneurship.
- b. Welfare and Rehabilitation (W&E) Directorate may supervise a pilot project in Rangpur or Jessore area, through respective Area Headquarters to identify and establish linkages with local employers (Private educational institution, hospitals, clinics, companies etc.) in order to manage quotas/ employment for officers' spouses.
- c. Adjutant General's Branch may carry out cost-benefit study to introduce an organizational framework to implement 'Military Spouse Employment Program. The purpose of the program would be to provide career development and employment assistance for military spouses (Details at paragraph 5.9)

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MOTIVATIONAL SHIFT OF YOUNG SOLDIERS OF INFANTRY UNITS OF BANGLADESH ARMY IN THE CONTEXT OF CULTURAL GLOBALIZATION

“Globalization is exposing new fault lines - between urban and rural communities, for example.”

–Ban Ki-moon, Former United Nations Secretary General

Major Md Saidur Rahman Khan, Artillery

ABSTRACT

Soldiers are the key constituents of an army. The traditional motivational set up of BD Army soldiers is based on unquestionable loyalty, respect towards superiors orders and esprit-de-corps. There is an understanding prevailing that this motivational set up is being affected by cultural globalization. Analysis of ‘Motivational Shift of Young Soldiers of Infantry Units of Bangladesh Army in the Context of Cultural Globalization’ expresses the role of cultural globalization in shifting the motivational set up of the young soldiers of BD Army infantry units. It also provides an overview of the positive and negative effects of cultural globalization on the motivation of our soldiers. Due to the excessive inclination to social media, cable television and other means of cultural globalization, the youth of today is shifting from the original value system of military society. Hence the researcher tried to find out the state of motivational shift of young soldiers in the infantry units coupling with their indicators. A mixed method of qualitative and quantitative analysis coupled with expert interviews and focused group discussions were used in this research. Thus, researcher proved the hypothesis: ‘Cultural globalization has a substantial effect on motivational state of young soldiers of infantry units of BD Army.’ At the end, few suggestive measures and recommendations have been proposed on the plausible measures to overthrow the negative effects of cultural globalization. Motivation or mindset is one of the key factors that determine the state of soldiering prevailing in any army. Proposed suggestive measures and recommended steps in the research will definitely help us getting rid of the negative effects of cultural globalization on the motivation of the soldiers. It will have direct influence in maintaining a healthy unit environment which in turn will contribute in keeping the army in a decent shape to perform in expected manner.

INTRODUCTION

According to dictionary, cultural globalization refers to the transmission of ideas, meanings and values around the world in such a way as to extend and intensify social relations. This process is marked by the common consumption of cultures that have been diffused by the Internet, popular culture media, and international travel. Cultural globalization has spread all over Bangladesh (BD) through internet and cable TV. Massive use of social media, multi-cultural exposure through cable TV and other

electronic and print media is causing a cultural invasion in our country. This is resulting into blind imitation of other cultures such as, America, Europe and neighboring countries. Bangladeshi culture has been affected by cultural globalization in the ground of custom and traditions.

The traditional trend of soldiers' motivation in BD Army is structured basing on unquestionable loyalty. The subordinates are expected to obey the orders and instructions of superiors without any logic. The predominant impact of cultural globalization has a strong bearing on the behavior and motivation of the young military soldiers. Various issues evolving from cultural globalization are obscuring the moral and customary values of the society. The youth of today, grown up in this cultural proliferation struggles to fit in the traditional system of military society. This creates difficulty in maintaining the overall integrity of the unit environment. Due to the changes in the cultural education in the society, materialistic attitude of the soldiers has increased in manifolds. This paper will make an effort to identify the present state of motivational shift of young soldiers of BD Army in order to suggest steps to keep the mainstream soldiers motivated up to the expected level.

AIM

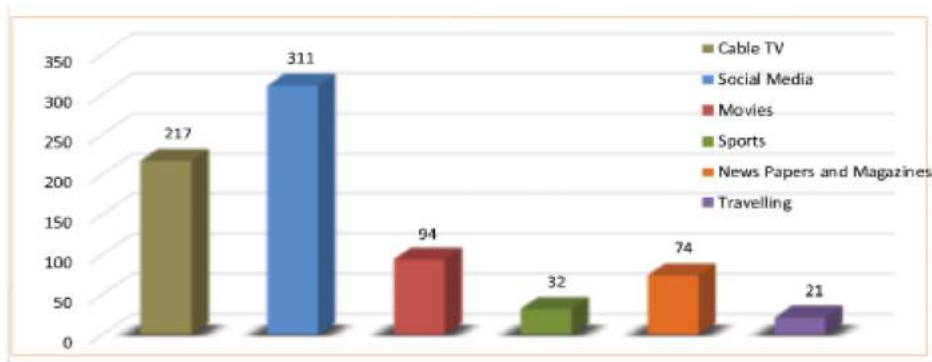
The aim of this paper is to identify the impact of cultural globalization on the motivation of young soldiers of BD Army, its present state and at the end recommend few suggestive measure to get rid of this problem.

EFFECT OF CULTURAL GLOBALIZATION ON THE MOTIVATION OF YOUNG SOLDIERS OF INFANTRY UNITS OF BD ARMY

Means of Cultural Globalization

There are number of means through which cultural globalization touches people. In BD, the most common means are through technology and media (both print and electronic). To find out the general means of cultural globalization, a number of interviews were taken involving senior officers of BD Army. They opined that basically cable TV, social media, movies, newspapers, sports, smart phone and other communication means are the main inlet of cultural globalization. A detail survey was carried out amongst 300 officers of BD Army. The finding of the survey is given below:

Figure 1: Means of Cultural Globalization

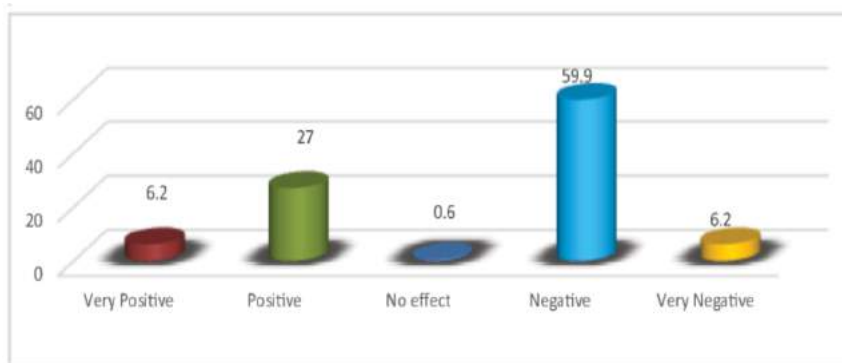


Source: Based on Survey Result

Effect of Cultural Globalization on the Motivation of Young Soldiers of BD Army

Globalization has many benefits and detriment to the culture in the developing countries. Many developing countries cultures have been changed through globalization, and became imitate others cultures such as, America and European countries (Fairuz 2013). This is no denying fact that cultural globalization has effects on the motivation of the youth of BD. The young soldiers of BD Army are no exception. The researcher carried out detail survey regarding the kind of effects of cultural globalization on the motivation of young soldiers. Both officers and JCO/NCOs of infantry units took part in the survey. Approximately 93% of the JCO/ NCOs opined that cultural globalization has a negative effect on the motivation of soldiers. The findings of the survey of the officers are given below:

Figure 2: Nature of Effect Of Cultural Globalization On The Motivation Of The Soldiers



Source: Based on Survey Result

Positive Effects of Cultural Globalization

Exposure to the World Events. Cultural globalization definitely opens up the horizon for all to see the world. The bigger picture of the world happenings and affairs are at touching distance to all. This is indeed a great phenomenon of cultural

globalization. From the survey of the officers, FGD and interviews it is evident that the exposure to the world events is one of the most prominent positive effects of cultural globalization.

Exposure to other Social Practice. Other nations' social practice and value system are exposed to all by dint of cultural globalization. From the survey it was also found out to be one of the important positive effects.

Access to Information and Technology. Ease of access to information and technology is one of the most visible effects of cultural globalization. This has made the life easier than ever before. The survey brought it out as one of the biggest blessings of cultural globalization.

Other Positive Effects. There are other positive effects of cultural globalization like communication, new learning, adaptation to global trends, Recreation, Knowledge on world politics and geography etcetera. The survey found out that these are very useful positive effects of cultural globalization. As per as the youth of BD is concerned, the prominent effects of cultural globalization are communication and recreation though.

Negative Effects of Cultural Globalization

Decay of Values. Value and ethics are two of the most important elements of military behavior and belief.

Lack of Loyalty. Unquestionable loyalty is the cornerstone of motivation of officers and men of BD Army (Interview- Director, Personal Secretariat Directorate). It is no denying fact that the loyalty expectation and practice is not the same all over the world. The armies all around the world also have different emphasis or expectation on loyalty.

Weak Esprit-De-Corps. Cultural globalization and its tools made the soldiers self-centered, as per the opinion of Adjutant General of BD Army. He also mentioned that this is affecting the state of esprit-de-corps badly in the units. The worrying fact is that this self-centered attribute is being grown in their character since their childhood. The blessing of technology is turned into curse when the youth of the country is turning into screen biased generation instead of being field, community or society biased.

Poor Discipline. Military discipline is the outcome of strict adherence to the orders and instructions of superiors as well as of the organization. The mass mixing of western and neighboring culture with the culture of BD has made the youth to believe that it is alright not to follow the instructions when they are not feeling good about it. It results poor discipline standard.

Ethical Degradation. May be one of the most alarming negative effects of cultural globalization is ethical degradation. It is a complex equation to find out that how does

cultural globalization contribute in ethical degradation. Senior officers serving in the field formations opined that this is mainly because of the misuse of various tools of cultural globalization. Social media and internet are the two mostly abused means through which the youth of today are getting exposed to unethical practice and ideas. The survey for company commanders also came out with similar findings.

Other Negative Effects. There are many more mentionable negative effects of cultural globalization on the motivation of young soldiers. Many of the senior officers mentioned it as a cultural proliferation which is spreading like a disease in the society. The civil society is also affected badly by it. Other prominent negative effects are:

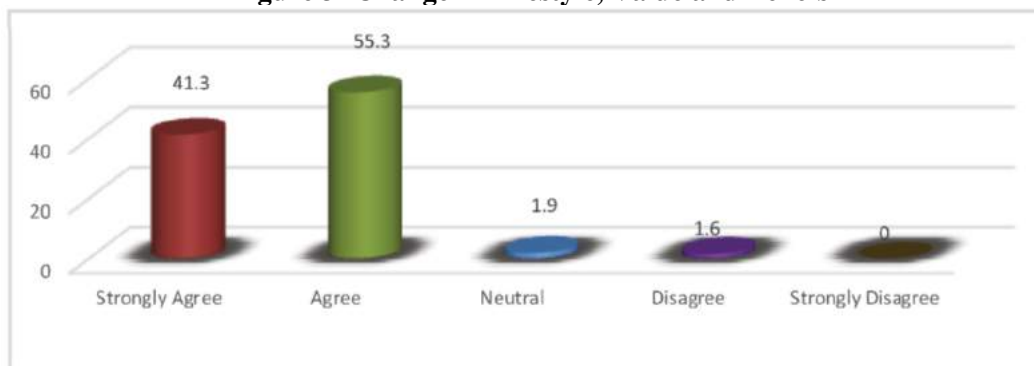
- a. Weak cohesion.
- b. Selfish behavior.
- c. Lack of respect.
- d. Social Crisis.
- e. Materialism.
- f. Misunderstanding.
- g. Decay of religious value.
- h. Moral Downfall.

PRESENT STATE OF MOTIVATIONAL SHIFT OF YOUNG SOLDIERS IN INFANTRY UNITS AND ITS INDICATORS

BD Army has gone through a lot of changes in terms of its approach to professional requirements and training system over last decade. But the understanding and expectation of motivation have not changed much (Interview, General Officer Commanding, 9 Infantry Division). The core reason behind this is, the military lifestyle and society is built primarily on the motivation and mindset of the members of all tiers. Soldiers are the key constituent of an army. The obvious effects of cultural globalization created some visible changes in the motivation of young soldiers of the army. The following paragraphs will discuss various existing factors which show us the state of motivational shift of the young soldiers.

Change in Lifestyle, Values and Beliefs. The lifestyle of young soldiers in the units has a visible change. Attraction towards outside society and amusements sometimes take over the soldierly responsibilities (Case Study 1 and 2). The priority of life of a young soldier is expected to be learning maximum and growing up as a useful member of the unit. In reality, it has been demoted to a lower priority in many cases. The result of survey in this regard is projected in the figure below:

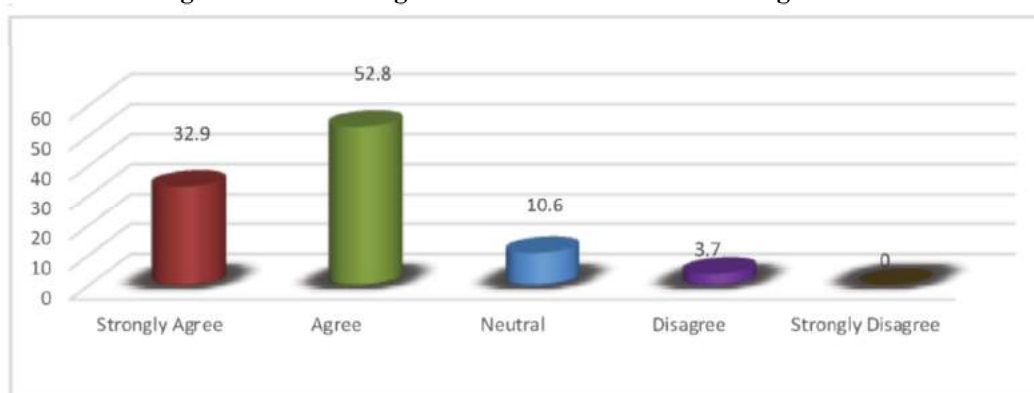
Figure 3: Change in Lifestyle, Value and Beliefs



Source: Survey Results

Free Mixing with External World and Change of Focus. Cultural globalization and its tools provide scope to free mixing, chatting and access to virtual world where there is no reflection of the culture, customs, behavior and reality of BD. Thus, it brings negative changes to the soldiers' mindset. The focus on abiding by orders and instructions and thereby building a sound professional career is shifting. According to various qualitative and quantitative data collected this is one of the most visible and prominent shift of motivation among the young soldiers. The outcome of survey in this regard is given in the figure below:

Figure 4: Free Mixing With External World and Change of Focus



Source: Survey Results

Difficulty of Junior Leaders to Exercise Command and Control. Junior leaders have a difficulty to exercise command and control over the young soldiers whose motivation is already tilted away from the military tradition and customs. From the previous chapter, it is found out that the soldiers nowadays have a problem with loyalty and sense of honour and respect towards the superiors. The problem is faced by mostly JCO and NCOs in the units. Unnecessary justification and trying to outsmart the immediate superior commander is a common trade to the mentioned generation of

soldiers (**Interview: Commanding Officer, 15 East bengal**). Focused Group Discussions and survey of JCO/NCOs are also expressing the same state. Around 94% JCO/NCOs expressed that they are facing varying level of problems in commanding the junior soldiers.

Violation of Age Old Tradition of BD Army. BD Army has a rich practice of maintaining its customs and traditions. All the members of this organization are expected to uphold these traditions. It has great impact on developing well regimented and dedicated soldiers for the army. Most of the qualitative and quantitative data collected in this regard brought out similar impression (Interview: Director, Infantry Directorate). They pointed their fingers towards the social and family grooming of the present generation for this. As a result the whole nation is heading towards a dark phase of traditional vacuum. The survey of company commanders expressed the same statistics.

Other Aspects. The negative effects discussed in the previous chapter have detrimental influence on the motivation of the youth of BD Army. Besides the major shifts of motivation discussed above there are other aspects that express the state of motivation of the young soldiers such as lack of sense of responsibility, avoiding tendency, remaining obsessed with matters not related to soldiering, lack of basic soldiering attributes, Lack of initiative and moral courage etcetera. However, they also emphasized on determining the indicators of the motivational downtrend and work collectively to get rid of this problem.

Indicators of Motivational Shift of Young Soldiers in the Units

Poor Discipline State. The violations are related to not maintaining time, over stayed leave, sneaking out of the unit perimeter. A focused group discussion carried out involving ten company commanders also expressed the same state. Mainly spending a lot of time in the social media apps, misinterpretation of western culture and practice. The following graph shows the rise of disciplinary cases in recent years:

Moral Turpitude Cases. Commanding officers and company commanders have expressed their great concern relating to this issue. According to the opinion of the Director Personal Secretariat Directorate, these cases are the outcome of internet, cable TV and social media. The addictive nature of these tools of cultural globalization drives the mindset of the soldiers towards wrong direction.

Other Indicators. There are few other indicators that show us that cultural globalization has detrimental effect on the motivation of the soldiers. Senior officers through their interviews expressed great concern to curb the causes behind these indicators (Interview: Adjutant General). They also opined that cultural globalization effects must be understood and studied by the leaders at all level.

PROBABLE OPTIONS FOR ELIMINATING THE EFFECTS OF CULTURAL GLOBALIZATION ON THE MOTIVATION OF YOUNG SOLDIERS

Suggestive Measures to Eliminate the Negative Effects of Cultural Globalization

Motivation at All Level. Motivation is the key to keep soldiers motivated towards the right direction. In military, motivation by superior officers, junior leaders and peers must be utilized to maintain the ethical values in the units. In this regard, from the interviews of Senior Officers and Commanding officers it was revealed that motivation at all level can help cause of reducing the negative effects of cultural globalization on the mind set of young soldiers. During the survey, around 97% of the JCO/NCOs opined that motivation at all level can negate the adverse effects of cultural globalization.

Proper Dealing by Leaders. Leaders are the role models in military. Proper handling of the problem by the leaders at all level (senior and junior leadership) is of optimum importance to keep the soldiers' motivational set up right. Soldiers must be inspired by the behaviours and morale stature of their superior commanders. Almost all the senior officers highlighted leadership as one of the major aspects of soldiers' motivation. Focused Group Discussions also suggest the same.

Ethical Training. Cultural globalization affects the ethical and moral state of young soldiers. To minimize it, a well formulated and comprehensive ethical training is necessary. There is no such provision of systematic ethical training in BD Army. Most of the qualitative and quantitative data reflect the same.

Raising Team Spirit. Team spirit lifts the level of confidence on the organization. It keeps people motivated to do great things. It entails power of honour and pride which can deem down the negative impacts of cultural globalization on the mental faculty of the soldiers. Most of the collected data also agree with the fact that arranging events which lifts the team bonding and team spirit helps eradicate the detrimental trend of motivation of the soldiers.

Interaction between Leaders and Led. In military, it is of utmost importance to maintain a vividly interactive relationship between the leader and the led. Present status of motivational shift of young soldiers can be reduced manifolds by having more interaction between mid-level and junior officers and the soldiers in the unit. All the senior officers interviewed and the FGDs suggest that lack of interaction between officers and men has resulted the invasion of cultural globalization in the military minds.

Strict Discipline. Discipline is one of the core ingredients of military motivation. Strict disciplinary actions against the violation of military ethics and norms will definitely turn the tide towards positive motivation. Cultural globalization will also be complemented by avoiding the negative and by complementing the positive effects. Most of the collected data also suggest the same. During the survey around 82% of

JCOs/NCOs agreed that strict rules and regulations and discipline will improve the motivational set up of the soldiers.

Effective Employment of Soldiers in Various Assignments. Proper utilization of the enormous potentiality of the soldiers will help the commanders at all level to keep their subordinates motivated. Meaningful and logical employment empowers self-motivation. Motivational shift affected by cultural globalization can be fought away. Most of the Senior Officers and Commanding Officers in their interviews put emphasis on proper employment of the soldiers in the units. The survey and FGD outcome also speak in the same tone.

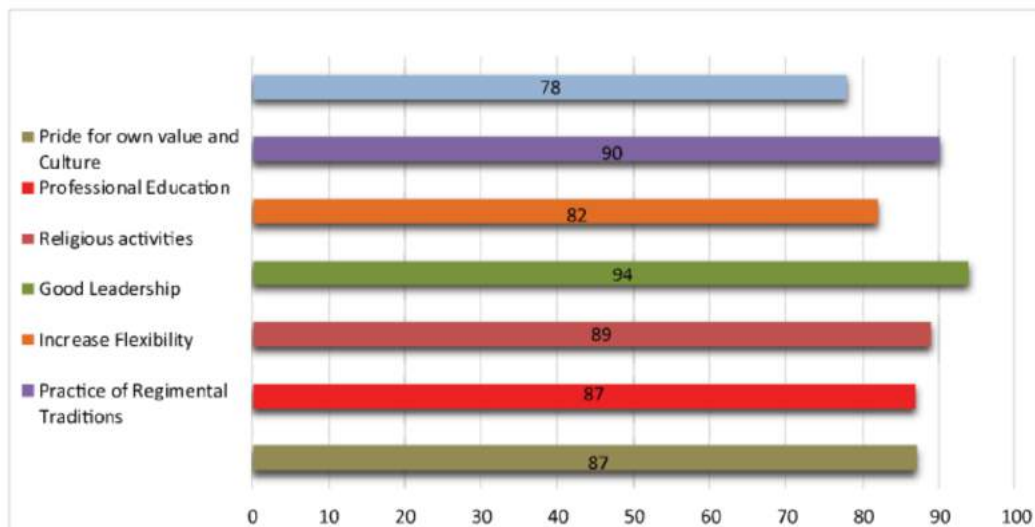
Sound Administration and Punishment. Sound administration is one of the core motivational theories in army. Strict maintenance of all regimental rules and regulations will definitely keep the soldiers motivated to do their best. On the other hand, punishment is another effective tool to keep the soldiers on track. During the survey around 79% of JCOs/NCOs agreed that punishment will improve the motivational set up of the soldiers.

Other measures. The logical development of the motivation and psychological set up of the young soldiers depend on many tangible and intangible factors. The researcher could find few more suggestive measures while carrying out data analysis. Basically, these are the accepted measures by all tiers of leadership of BD Army. The other suggestive measures are as followings:

- a. Inculcating pride for own value and culture.
- b. Professional education.
- c. Religious activities.
- d. Good leadership.
- e. Increase flexibility of command to junior leaders.
- f. Projection and Practice of Regimental Traditions.
- g. Firm prohibition on use of smart phones during training or during on duty.

The outcome of survey regarding the suggestive measures mentioned above is projected in the figure below:

Figure 5: Other Measures



Source: Survey Results

CONCLUSION

Taking account of the findings of the research it was found that cultural globalization has vivid impact on the motivation of the young soldiers of infantry units of BD Army. This is creating a serious trouble in maintaining and upholding the traditional value system of the army. The determination of the present state of motivational shift in the units and their indicators clearly showed the interrelationship between this motivational crisis and cultural globalization.

In conclusion, it is perceived that the state of motivational shift in the units of BD Army is not beyond repair. Motivation is the best healer of any psychological set back. Increased interaction between leaders and led, good regimental practice, education in the form of religious and ethical values, meaningful employment strategy will help the great cause of keeping young soldiers motivated. Instilling proper military attitude and honour and pride for the life of a soldier must be the prime focus to negate the adverse effect of cultural globalization. At the same time, the positive effects of cultural globalization must be complemented to improve the unit environment. At the end, formulation of suitable policies and strict compliance to these will eradicate the negative effects of cultural globalization.

RECOMMENDATIONS

Basing on the major findings of the research, following recommendations are made to negate the adverse effect of cultural globalization on the motivation of young soldiers of BD Army:

- a. Army Headquarters and Formation Headquarters should pass directives for commanders at all level to conduct organized motivation sessions on cultural globalization and its adverse effect on the mindset of the soldiers.
- b. Commanding Officers should identify the problems emanating from cultural globalization and motivate all the members of the unit to complement the positive effects of it to keep the young soldiers motivated.
- c. A well-structured and meaningful ethical training should be organized by the training institutions and at formation and battalion level to raise the moral and ethical stature of the officers and men.
- d. Formation Headquarters and Battalions must ensure strict compliance of social media usage policy circulated by Army Headquarters.

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Apart from the mandatory courses for his professional career, he attended Peace Support Operations Course in Indonesia, Potential Platoon Commander Course in BMA, United Nations Staff Officers Course in Bangladesh Institution of Peace Support Operations Training and Scuba Diving Course under Bangladesh Navy. Presently, he is a student officer in Defence Services Command and Staff College. He has participated in United Nations Peacekeeping Mission in Congo as a contingent staff officer of a Brigade Headquarters. He is happily married and blessed with a son.

RELATIONS ORIENTED LEADERSHIP: A STIMULATED LEADERSHIP MODEL TO ENHANCE THE OPERATIONAL CAPABILITY OF THE UNDER COMMANDS AT TACTICAL LEVEL OF BANGLADESH ARMY

“A great leader inspires people to have confidence in themselves.”

–Eleanor Roosevelt

Major S.M. Rahamat Ullah Al-Amin, SGP, Infantry

ABSTRACT

*The Bangladesh Army is experiencing a great transformation under ‘Forces Goal 2030’. Induction of educated soldiers, new technology and weaponry, change in the outlook of both leaders and led, and overall socio-cultural changes necessitate more dynamic leadership style to deal with the emerging challenges. Relations Oriented leadership, one of the most studied and researched taxonomies in the leadership paradigm, advocates making an efficient leader by enhancing the performance of subordinates, transcending the subordinates, and achieving organizational goals. At this backdrop, this research seeks to identify the effect of “**Relations Oriented Leadership for Enhancing Soldiers’ Operational Performance of Infantry Battalions.**” A mixed method of qualitative and quantitative analysis coupled with expert interviews and focused group discussions were used. Initially, prevailing leadership style of the infantry commanders was identified within using the famous “Style Questionnaire”. Then, effect of different attributes of present leadership styles were identified, to see attributes of which leadership style are more effective in enhancing operational expertise. Finally, the impact of sub-factors of Relations Oriented Leadership were determined by which required environment in the unit for soldiers’ uplifted operational performance. Thus, researcher proved the **hypothesis: ‘Relations Oriented leadership will enhance infantry soldiers’ operational performance of Bangladesh Army.’** At the end, few suggestions and recommendations have been made. In fact, Relations Oriented Leadership demands much of the change in mindset and vision than stressful classroom teaching. It is assumed that this superior leadership style and its practice by the infantry commanders will enable the under-commands to contribute more for the Army in dynamic operational environment; this will pave the way for making a strong and spirited Army in future.*

INTRODUCTION

The leadership is an extensively studied and widely documented topic. Peoples from all the organizations are trying to understand the gamut of leadership as a source of success at different levels. If the group leader is capable of promoting an effective relationship between him and every member of the group, then the success of that group is inevitable. In fact, the base of leadership stands on proper relationships. Leadership is inherently a relational and communal process. Perfect leadership is dependent on the

situation, circumstances and the established framework but the core context of it always based upon the relational value. The role of strong relationship between the commander and the UC can never be ignored.

To comprehend a proper method of leadership for handling the present and upcoming challenges, a number of researches have been carried out in BD Army. But till now, no specific leadership model has been agreed upon that can deal with the forthcoming military leadership challenges. Team members will be more willing to take risks, because they know that the leader will provide the support if needed. In this hindsight, it is of paramount importance to identify the leadership challenges, how far present leadership is away from the expectation of the Under commands, how far it is contributing for enhancing soldiers' operational capability, and with which leadership style the soldiers' operational capability can best be enhanced.

This paper will make an endeavour to critically examine the impact of Relations Oriented leadership within infantry units of Bangladesh Army with a view to determining its contribution towards enhancing soldier's operational capability with some concluding remarks and recommendations at the end.

AIM

Aim of this paper is to find out the impact of Relations Oriented leadership within infantry units of Bangladesh Army with a view to determining its contribution towards enhancing soldier's operational capability.

PRESENT LEADERSHIP TRAITS IN INFANTRY UNITS - COMPARISON OF BOTH THE COMMANDERS' AND UNDER-COMMANDS' PERCEPTION

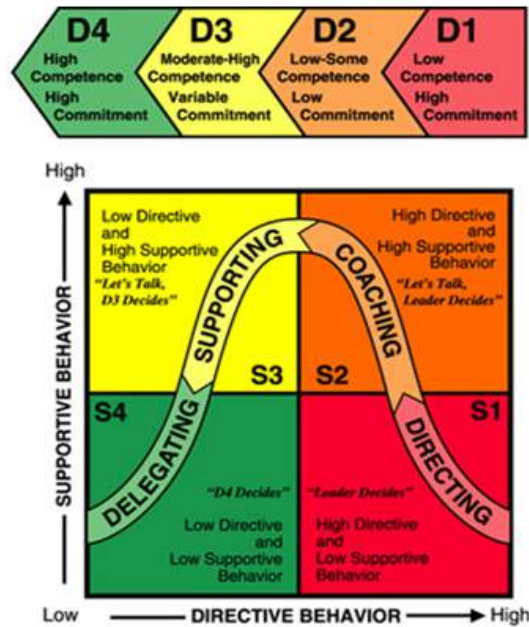
Military leadership is unique and diverse in nature. It requires command, leadership and management technique necessary for accomplishment in the battlefield; deal with the complexity, uncertainty, ambiguity, risk, violence and dangers; while constrained by time. Many leadership qualities have evolved over the period of time. The performance of the group will be affected, if there is lack of co-operative relationship or solidity. And obviously without a supportive, happy and friendly work environment, an individual will not give his or her utmost effort in any career. Therefore, it is imperative to identify present leadership traits before analyzing the effect of leadership and soldiers' operational performance.

Contemporary Leadership Model

Relations of Contemporary Leadership Model. Edward Fiedler identified three major components of leadership model: Relations Oriented Leadership, Task Oriented Leadership, and Situational Leadership. Relations-oriented leaders are attuned to the expectations and interactions of subordinates. In return for advocating on behalf of staff, people-oriented leaders expect loyalty. Task-oriented leaders focus on getting the

necessary task, or series of tasks, in hand in order to achieve a goal. These leaders are typically less concerned with the idea of catering to employees and more concerned with finding the step-by-step solution required to meet specific goals.

Sample Leadership Model Showing Relations between Tasks Oriented and Relations Oriented Leadership Model



Analysis of Existing Leadership Profile

Relations Oriented Leadership. Relations oriented leadership has five major components: Inclusive (IC), Empowering (EM), Purposeful (PP), Ethical (EC) and Process Oriented (PO).

- Inclusive (IC).** Being inclusive means understanding, valuing, and actively engaging diversity in views, approaches, styles, and aspects of individuality, such as sex or culture, that add multiple perspectives to a group's activity.
- Empowering (EM).** Having a good strength of JCO/NCOs in the infantry units, they are rarely employed for any key task (Solaiman, 2014). It is important to establish organizational environments that empower others to do and to be their best.
- Purposeful (PP).** Being purposeful means having a commitment to a goal or activity. It is also the ability to collaborate and to find common ground with others to facilitate positive change. Every decision of the commander must possess a short/long term purpose.

d. **Ethical (EC).** The Relational Leadership Model emphasizes ethical and moral leadership, meaning leadership that is driven by values and standards. Being ethical means value honesty over dishonesty, kindness over cruelty, and doing the right thing over breaking the law. A leader must maintain his ethics while working with both superiors and subordinates.

e. **Process Oriented (PO).** The process component of the Relational Leadership Model means that individuals interact with others and that leaders and other participants work together to accomplish change. The process creates energy, synergy, and momentum.

Task oriented Leadership

a. **Step by Step Planning.** This process is one of the main components of task oriented leadership. It helps the commander to achieve his goal part by part. Time based segment in the planning process, and chronological development of different steps ensure achievement of desired result.

b. **Constantly Defining Structure and Goals.** Continuous persuasion and reminder to the under command about the standard expected from them are the basic design of task oriented leadership. It emphasizes regular monitoring and collection of given task.

c. **Prioritizing Achievement of Specific Outcomes.** It means an ability to separate success according to their priority, categorizing the results and find out its effect in next available task. This is a particular leadership quality to use the result of one success into another.

d. **Sticking to Rigid Schedules.** Stick to rigid schedule means prioritizing time plan above all in any operational plan. Negative side of it is lack of flexibility. Positive impact of it is providing the result within time. Danger of this quality is expected standard might be compromised.

e. **Requiring Employees to Set Result-Oriented Goals and Formulate Plans To Achieve Them.** This is an overall guiding principal of task oriented leaders. The leaders directly help the led to prepare his goals and give him specific time based plan to achieve desired result. The positive aspect is percentage of result is ensured. Negative aspect is originality, creativity and imaginative power of under commands get disturbed.

EFFECT OF PRESENT LEADERSHIP STYLE TO ENHANCE SOLDIERS' OPERATIONAL CAPABILITY

Impact of Task Oriented Leadership Traits

a. **Rigid Schedule in Achieving Operational Skill.** Maintaining rigid schedule in achieving the desired goal is one of the main attribute of task oriented leadership style. However, Researcher found a negative response both from commanders and

UCs about the effect of maintaining rigid schedule in improving desired operational skill.

b. **Speedy Operational Plan by Avoiding Under Command's Suggestions.** Task oriented leaders often do not take UC's concern in preparing operational plan to achieve speedy action. In this backdrop, sometimes desired performance cannot be achieved till the actors are fully satisfied about the correctness of the given plan. On the other hand Relational leaders always try to involve the UCs into the planning process.

c. **Operational Achievements by Specific Aim of Path-Goal Requirements.** An organization is efficient if it achieves its target and does so by transferring inputs to output at the lowest price. A leader needs to have a clear goal and vision based on organizational goal and his leadership viewpoint. Commanders should realize the overall goal of the unit, and then translate those in term of near term and long term objectives.

d. **Focus on Project at Hand for Efficiency Development.** Immediate focusing for only short time gain blocks the vision of the leaders and restricts achieving ultimate purpose. This leadership attribute sometimes may help for stage management and self-satisfaction but fail to achieve desired efficiency level in the long run.

e. **Impact of Zero- Error syndrome on Skill Development.** Zero error syndromes have been embedded in our organizational customs. It restricts our junior leaders to take initiative and implement creativity in their assignments. Thereby, it is one of the major impediments for our junior leaders to work effectively under this type of environment.

Impact of Relations Oriented Leadership Traits

a. **Qualition Among the Group Members for Individual Skill Development.** War fighting is not a subject of individual act and skill rather a group effort. Individual knowledge and skill should be integrated to achieve group expertise, which needs strong leadership as well as group cohesion. Any and every operational job are better performed as group effort. Active participation within the group help to develop personal skill easily.

b. **Involving in Planning Process for Developing Operational Performances.** The good and commendable job should be recognized. If the junior leaders produce some good plans or bring some new ideas, which is commendable should be recognized immediately in front of everybody. It will help them taking more initiative and interest in the accomplishment of any assignment. UCs develop their confidence, planning skill, sense of responsibilities and overall leadership qualities when they are involved in the planning process.

c. **Effect of Creative Thinking upon Operational Performances.** A leader needs to have a clear goal and visualization based on organizational aim and his leadership philosophy. Commander with a keen vision can deal with the leadership challenges

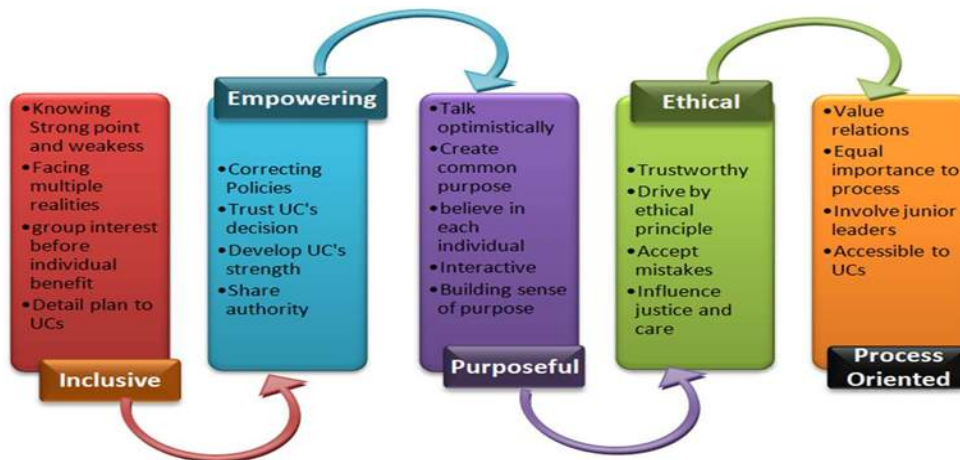
and lead UCs in right track. To do so, commanders should recognize the overall goal of the unit, and then translate those in term of near term and long term objectives. This creativity will reduce the effect of uncertainty and unexpected situations.

d. **Effect of Dependability upon Leader in Crises Moment.** During World War I (1914-1918) **Field Marshal Rommel** led a platoon as a young lieutenant. In the **Battle of Doullon Woods** his scouts informed him that a company of French Army was about to attack them. He had only 12 soldiers with him. He was in dilemmas whether to attack the enemy or fall back? He took instant decision and attacked the enemy company with his 12 men. All his men kept their faith upon the leader's decision and ultimately succeeded in driving the French out. Therefore, requirement of depending upon the leader in crises moment is proved.

e. **Authority/Responsibility Sharing for Better Operational Success.** The implementation part of any plan must be decentralized. The junior leaders should be allowed to make plan and implement it without any impediment from the superiors. Reason being leaders at times do not want to entrust some responsibility to UCs with a fear of gaffe. But, commanders should prepare their UCs to take higher responsibilities, delegate some power to exercise their initiative, make them skilled and capable.

ASSESSMENT OF RELATION ORIENTED LEADERSHIP FACTORS FOR ENHANCING UCs' OPERATIONAL CAPABILITIES IN INFANTRY UNITS AND TRAINING SUGGESTIONS

Sub-Factors of Relational Leadership Contributing Better Performance of UCs



Inclusive

a. **Knowing Strong Point and Weakness of Self and UCs.** Most powerful ability of a commander knows his UCs. Only a well conversant commander can put the right

man in the right place. Therefore, knowing the strong and weak points of self and UCs are of immense importance

b. **Facing Multiple Reality from the Front.** To keep pace with the technological headway, tactics of present-day warfare and expanded errands to be performed leaders need the capacity to confront multiple difficulties and lead the troops by individual examples.

c. **Focusing More on Group Interest than Individual Interest.** It fluctuates in various levels of closeness and methods of association, inferring disclosure or foundation of shared conviction, and might be entered on something partook in common.

d. **Describing Detail Development Plan to Others.** Leader's vision must be comprehended by the UCs. They should likewise bolster it. When it is comprehended and acknowledged by all, it creates the course in which the association and its members would proceed.

Empowering

a. **Correcting Policies that Block Empowering.** Leaders should see the things from bird's eye view. Command culture naturally restricts wide empowering of UCs. Therefore, leaders/commanders should look for those policies which limit the scope of empowering, and correct those accordingly.

b. **Trusting Decision of UCs on Important Issues.** Once a soldier is given with a task to perform, his decision must be honoured by his superior. It will directly help to build confidence in him and will enhance his op cap in the unit.

c. **Developing Strength of UCs.** Army is a sort of association where hierarchical objective is accomplished by human resource improvement through peacetime training and administration.

d. **Willing to Share Authority for Greater Benefit.** Zero error syndromes, centralized command, and not delegating authority to lower level are dominating variable adding to check the activity of UCs.

Purposeful

a. **Being Optimistic.** Leaders should always be optimistic. Leaders should think positive, work positive and talk positive (SOI and FGD). When the leaders will be optimistic by heart, their goal will remain purposeful and in the right track.

b. **Creating Authentic Common Purpose.** Shared view among individual is a crucial component for persisting connection other than connection in domestic condition.

c. **Believing in Everyone's Ability** Lack of faith and confidence on UCs also cease the commanders from allowing UCs to work autonomously.

- d. **Building Strong Sense of Purpose Among the UCs.** UCs become self-motivated when they understand the purpose of any given job. Leaders/UCs should therefore, emphasize upon building strong sense of purpose among the UCs.

Ethical

- a. **Being Trustworthy.** An ethical commander is always liked and honoured by all UCs. Men loved to work under a trustworthy commander. Therefore inculcating this characteristic within self will allow a commander to bring out the best output from his UCs.
- b. **Decision Making Based on Moral and Ethical Principle.** Progressive debasement of individual values and ethos has an spillover impact in diminishing Esprit de Corps. This makes a low condition of morale, and lower unit execution.
- c. **Accepting Mistakes and Tactical Incorrect Decisions.** Traditionally an institute like our Army does not allow mistakes. This imposes psychological load on the juniors that creates disappointment and remoteness with the seniors (Mahmud, 2010).
- d. **Influencing Justice and Care.** A leader must ensure justice within his periphery. Ethos and values are characterized by justice and care for UCs. When a leader shows his care for the good of his men, they also in return grow an urge for giving their best in any operational field.

Process Oriented

- a. **Valuing Relational Aspect of Leadership.** Experience reveals that soldiers are ready to even forfeit their precious lives for the leaders if they are properly taken care of.
- b. **Giving Importance to the Process as Much as the Outcome.** Following a systematic process for any military job is very important for ensueing the UC's mind set up in the right direction.
- c. **Involving Junior Leaders in Decision Making.** All efforts should be taken in the unit to encourage initiative of the junior leaders. They should be given liberty of action to complete the tasks assigned.
- d. **Being Accessible to UCs at All Time.** UCs love to listen to those commanders who are easily accessible to them.

Required Environment in the Unit for UCs' Better Operational Performance

The moral, psychological, and workplace environment altogether generates enhanced performance of a soldier. Survey response was asked on the factors mentioned below where it was found all levels of commander and UCs agreed on following factors.

- a. Job satisfaction
- b. Individual effort.

- c. State of Morale.
- d. Espirit-de-corps.
- e. Cohesiveness.
- f. Loyalty.
- g. Grooming UC as future leader.
- h. Positive command climate.
- j. Empowerment.
- k. Satisfying human needs.
- l. Interpersonal relation.
- m. Values and ethos.
- n. Inspire creative thinking
- p. Ethics and Morale
- q. Pride and Confidence

SUGGESTION FOR IMPLEMENTING RELATIONS ORIENTED LEADERSHIP TRAINING

Emphasis on leadership training does not get satisfactory offer of endeavors. There is no particular training on modalities to create leadership qualities aside from one hypothetical subject of command and leadership. Though all Army courses are beneficial to leadership improvement, it deals with tactical or technical errors but not with leadership mistakes. Following steps can be taken to enhance the practice of Relations Oriented Leadership in Infantry units:

a. **Formal Training.** At division level seminars on different war heroes, command affiliation, leadership principles, leadership qualities, can be conducted to which junior officers can trail practically in the unit environment. By imposing some regulations/obligation, partaking of maximum junior leaders as commander to be ensured in two major exercises.

b. **Feedback and Self Awareness.** A separate and in-depth review and remedial actions may be carried out on regular basis at all tires of military training. Training policy should also integrate some organizational policy where some rewards and punishment aspects basing on individual or group training performance may be introduced. Junior officers are to be given the accountability along with freedom of action. They are to be told “what to do” not “how to do” so that they can come up with fresh and innovative ideas. Junior officers are to be given the opening to explore their intellect and gain self-confidence in decision making.

c. **Leadership Development in BMA.** Due to lack of ideal training, areas training institutions cannot conduct training as per their necessity. After successful completion of the above mentioned phases, a new progressive leadership training prospectus is to be formulated starting from BMA.

d. **Leadership Package.** Leadership oriented courses of Bangladesh army in general is utilizing only 15 to 20 percent of their training on leadership facets. Leadership training package for a week can be introduced in the basic courses of all arms and services and Junior command and staff course. Though the junior leaders of army are widely known for their competence in man management, generally every leader is not proficient. To overcome this problem there should be some organized man management training at various levels of the army, specially for the junior leaders.

CONCLUSION

Recent upgradation, modernization and involvement in operational activities of Bangladesh Army necessitates relooking towards its leadership training and approach. Administration scholars much of the time allude to Relations Oriented Leadership as efficiency enhancer. By dint of prevalent initiative trademark, Relations Oriented Leadership can include more for the aptitude advancement of UC and upgrade their operational capability to a huge degree. Thus, it is also referred to as Peoples' Oriented Leadership.

Present Leaders are more result biased. Nonetheless, they have great scores on fulfilling human needs, too. A couple of the senior officers recommended blend of discipline and reward framework as suitable style for the Infantry Leaders. In any case, in actuality, the operational difficulties of future days require more appealing authority from the officers.

To alleviate the difficulties from various effects, expected leadership qualities were recognized. The normal qualities and conduct of the officers were diverted through the wide characteristics of Relations Oriented Leadership with uncommon accentuation on vision, strengthening, moral basic leadership, and conclusiveness of the administrator.

Relations Oriented Leadership has an extraordinary commitment in improving the UCs expertise by creating additional exertion, giving fulfillment, and making a powerful administration. Yet, unnecessary to specify that, military administration is very not quite the same as corporate authority and requires inside and out examination of the pointers of the execution of warriors. Bangladesh Armed force has no battle introduction in the current past; along these lines, the execution of the warriors couldn't be measured from the operational perspective.

Here a point can be repeated that military authority is more Undertaking Focused in nature. Be that as it may, present and future operational necessity demand predominant Relations Oriented Leadership ascribes from the authorities to drive their men by

inspiration, reason and bearing, not by compel or by dread of discipline. Given that circumstance, a change in perspective is required at the standpoint of command style of the infantry units. In greatest cases the leaders know about the request and are prepared to acknowledge the requesting administration approach. Yet, a great number of officers of the infantry units opined to make a mix between the Relations Oriented Leadership, and reward - discipline approach. Curiously, few UCs are likewise for getting acknowledgment for their great deeds and discipline for the offense. In this way, it can be inferentially derived that, Relations Situated Initiative will without a doubt address the difficulties of 21st century administration of infantry units, and it will extraordinarily add to upgrade the operational execution of the officers. In any case, the part of reward and discipline should even now be industrious in infantry administration till the pioneers are persuaded that UCs will be driven by inspiration and reason, not by dread of discipline.

RECOMMENDATIONS

Relations Oriented Leadership approach is demanding for Bangladesh Army, but relatively newer approach. Based on the basic theory of Relations Oriented Leadership, the feedback from the senior officers, Commanders and under commands following recommendations can be made for Practicing Relations Oriented Leadership in Bangladesh Army:

- a. A board of officers under ARTDOC may be formed to ascertain the practical impact of Relations Oriented Leadership and its effect on soldiers' operational performance and recommend for modification.
- b. More study and research can be carried out under sponsorship of ARTDOC through the formations to find out the feasibility of Relations Oriented Leadership in all arms and services of Bangladesh Army.
- c. A board of officers may be formed by ARTDOC to include the lessons of Relations Oriented Leadership in leadership training system and GSTP 0030.

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SELF-DEVELOPMENT: A QUEST FOR LEADERSHIP DEVELOPMENT FOR THE OFFICER CORPS OF BANGLADESH ARMY

“Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.” - Jack Welch

Major Md Imam Fokruddin, G, Artillery

ABSTRACT

*In the present-day context, leadership has become more challenging. Induction of educated soldiers, new weapon systems and socio-economic development have made leadership more complex. Additionally, weaknesses of the existing leadership development initiatives of Bangladesh Army have further aggravated the situation. To address such challenges, besides organizational attempts, individual officer should also take responsibility to develop his/her own leadership qualities. In this aspect, self-development can be an effective tool to prepare the officers for the required tasks and responsibilities. At this backdrop, this research seeks to examine the **“impact of self-development in enhancing the leadership attributes of the officers of Bangladesh Army with a view to suggesting ways for inculcating self-development in Bangladesh Army.”** In this research, a mixed method of qualitative and quantitative analysis coupled with expert interviews and focused group discussions were used. In doing that, firstly, the researcher has analyzed the existing leadership development initiatives of BD Army and discovered its weaknesses. Thereafter, researcher has identified the existing leadership challenges and tried to establish relations between the weaknesses and challenges. These relations have assisted the researcher in establishing the fact that self-development can play a dominant role in addressing the weakness of our leadership development process for mitigating the leadership challenges. Thus, researcher proved the **hypothesis: ‘Self-Development will contribute to the leadership development of the officer corps of Bangladesh Army.’** At the end, few suggestions have been made for implementing self-development in Bangladesh Army.*

INTRODUCTION

Self-development is an intellectual self-driven process that improves self-knowledge and identity, develops talents and potential, builds human capital and employability, enhances quality of life and contributes to the realization of dreams and aspirations. It is an individual capacity building attempt which makes a person capable of performing his/her duties better than before. In military, leadership is referred to the leadership traits which are mostly related to human qualities to fulfill the organizational requirements. Officer corps being the main leadership tier of military, needs to inculcate the leadership traits and develop their leadership faculties to lead UCs. Draft Army Training Doctrine,

2011 of Bangladesh Army says that to develop leadership traits, beside organizational attempts and initiatives, an officer has also got his/her own responsibilities to seek development at individual level. This promotes the concept of self-development in Bangladesh Army. It is the self-development, which offers opportunity to a military officer to seek personal development in achieving organizational goals (*US Army Self-development Hand Book, 2008*).

In Bangladesh Army, leadership development training of the officer corps are centrally organized at different levels. Officers undergo these training packages at different stages of their service carrier. Research conducted by the ARTDOC in 2013 shows that these leadership development initiatives are often found insufficient to address all the required fields of leadership traits and principles. Moreover, Socio-economic developments and organizational barriers are generating multi-dimensional leadership challenges. Due to the weaknesses of the leadership development initiatives of Bangladesh Army, the officer corps are facing difficulties in addressing such challenges. Therefore, beside organizational attempts, officers should be prudent enough to seek individual development to counter such complexities. In this context, this paper will analyze the importance of self-development in developing leadership of the officer corps of Bangladesh Army. At the end, an endeavor will also be made to outline the suggested ways to implement the process of self-development in Bangladesh Army. However, the discussion will be limited with in the preview of mid-level officers of Bangladesh Army only.

AIM

The aim of this paper is to analyze the importance of self-development in developing leadership of the officer corps of Bangladesh Army with a view to suggesting ways to implement self-development in Bangladesh Army.

EXISTING LEADERSHIP DEVELOPMENT INITIATIVES OF BANGLADESH ARMY

General

Leadership development for the officer corps of Bangladesh Army involves training of three different domains, i.e. institutional, formation and non-structured leadership development (Draft Army Training Doctrine, 2011). Institutional leadership development training refers to CLM packages followed in the training institutions during various courses. At formation level, leadership development training is conducted as per the ARTDOC directives published in 2012 as ‘CLM Formation Level Training Package.’ Finally, the non-structured leadership development domain, which mainly includes self-development, service in the unit and interaction with seniors, peers and fellow officers. The Figure 1 elaborates the leadership development domains of Bangladesh Army.

Figure - 1: Leadership Development Domains of Bangladesh Army



Source: Author's construct

Institutional Leadership Development Initiatives

Training in BMA. BMA being the alma mater, provides the basic leadership development training to the officers. It builds the foundation for leadership development through CLM packages. From 2015, 4 years training has been incorporated in BMA. Within that 4 years training, total 650 periods have been kept for Character Building Module, where 120 periods have been allotted for CLM package. During these periods, special emphasis is given on developing the leadership traits. Besides, cadets are also taught about leadership theories, styles, skills, personality development and their effects.

Basic Course Conducted by Respective Arms and Services' Training Institutions. After the completion of BMA training, officers attend the basic course of respective arms and services. Duration of the basic course varies basing on the requirements of different arms and services. In the basic course, as per ARTDOC instruction, 'Revision of Army Courses – 2015,' 4 weeks classes are kept for non-technical subjects. CLM is part of that 4 weeks' non-technical lessons, where ARTDOC has suggested to keep minimum 10 periods for CLM.

Junior Command and Staff Course (JCSC) Conducted by School of Infantry and Tactics (SI&T). JCSC is a mandatory course for the officers of all arms and services. Generally, officers having service length of 4 to 6 years undergo this course at SI&T. In this course, only 38 out of 711 periods are allotted for CLM package which is only 05.34% of the total classes. However, within that stipulated period, JCSC focuses on teaching leadership principles, traits, military values, ethos and responsibilities in the unit.

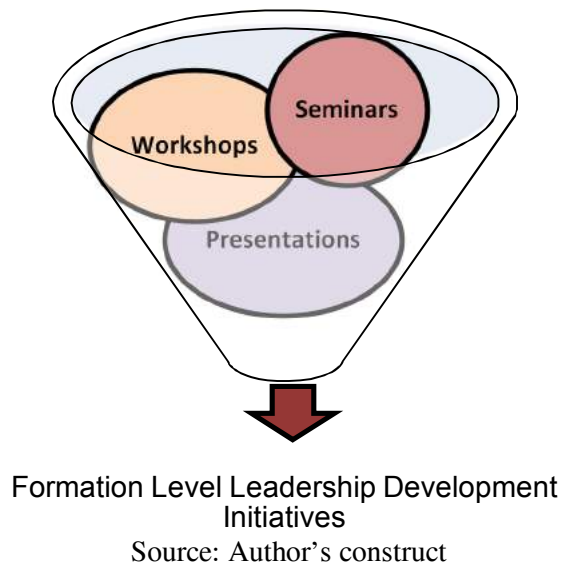
Defence Services Command and Staff College (DSCSC). After completion of 12-14 years of services, only selective officers get the opportunity to attain Army Staff Course (ASC). In ASC, 39 periods are allocated for the CLM module. Among those, 10 periods are kept for the lectures by the Chiefs of three services, Commandant and Chief

Instructor. Two leadership seminars comprising total 15 periods are planned for the Bangladeshi team and team from United Kingdom respectively. Besides all, a day long exercise on CLM is also planned within that stipulated time frame.

Leadership Development Initiatives at Formation Level

In 2012, ARTDOC has circulated the instruction - ‘CLM: Formation Level Training Package’ for conducting leadership development training at formation level. Accordingly, formations have started conducting seminars, workshops and presentations separately for senior officers, mid-level and junior officers. The objectives of such initiatives are to discuss command/leadership crisis and experiences with a view to bringing out relevant lessons through exchange of views and interactions between senior officers and mid-level commanders and staffs. Figure 2 elaborates the formation level leadership development initiatives.

Figure - 2: Leadership Development Initiatives at Formation Level



Non-Structured Leadership Development Initiatives

Draft Army Training Doctrine, 2011 says that the importance of Self-development in developing leadership is of more significance as the leaders cannot be trained through structured training alone. When an individual is not engaged in training, he/she is engaged in operational, functional or administrative activities. Officers can take endeavour at personal level to improve their skills and enhances their understanding through such engagements, and even out of the routine regimental life. Additionally,

many of our very successful senior officers viewed that they have not much learnt leadership from books/précis, but mostly from examples of their seniors and experiences acquired through serving with troops. Therefore, interactions with seniors, peers and fellow officers remain as an important element of leadership development.

PRESENT-DAY LEADERSHIP CHALLENGES

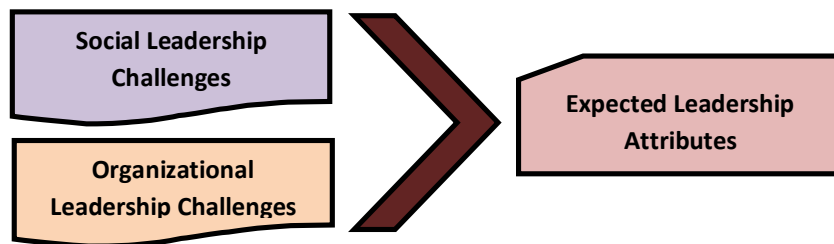
General

Leadership development is closely related to the leadership challenges. Therefore, it is obvious to determine the present-day leadership challenges with a view to testing the effectiveness of the leadership development initiatives of Bangladesh Army.

Present-day Leadership Challenges

Military leadership challenges of 21st Century are likely to become more complex and multidimensional in nature. These leadership challenges can be analyzed and grouped into two broad categories: social challenges and organizational challenges. Again, addressing such challenges calls for specific and enhanced leadership attributes for the present-day leaders. Figure 3 elaborates the dimensions of present-day leadership challenges.

Figure - 3: Dimensions of Present-Day Leadership Challenges



Source: Author's construct

Social and Organizational Challenges Economic and cultural changes have affected the life style of the individual soldier. The new dimension of way of life of the UCs have changed their attitude towards the profession which has generated numerous social challenges to the present-day leaderships. Changed attitude of the UCs, materialistic approach, development of individualism and erosion in military values and ethos are the four identified social leadership challenges. After identifying the social challenges, author has carried out further analysis and determined four major organizational leadership challenges. These are shortage of officers in the units, leader-

follower relationship, inadequate knowledge on CLM and existence of various syndromes.

Expected Leadership Attributes for Contesting the Leadership Challenges. Present-day leadership challenges expect the leaders to reach close to soldiers' heart by setting personal examples, led by confidence and establishing intellectual superiority. As such, a set of expected leadership attributes are identified to deal with the leadership challenges. As such, the expected leadership attributes are described in the following paragraphs:

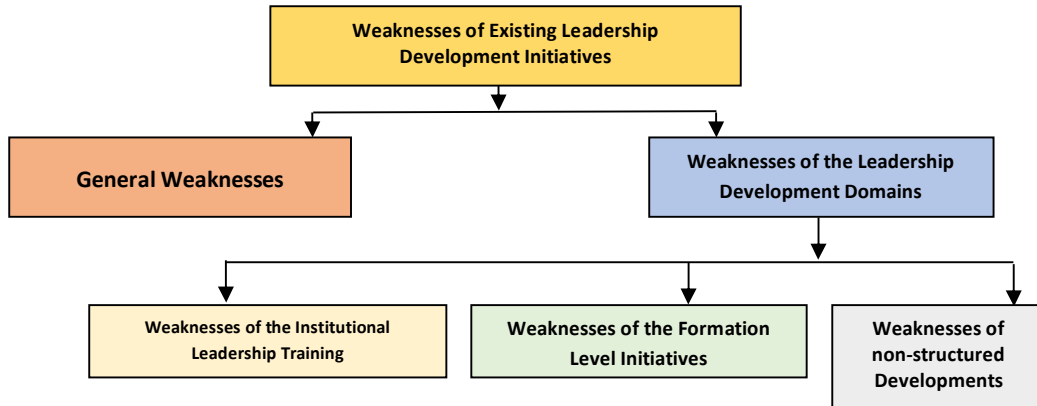
- a. **Vision.** During survey, 83% respondents have viewed that leaders needs to have clearvision to guide his UCs in the right direction for achieving the organization goal (**Figure 4**).
- b. **Inspirational Motivation.** Intellectually superior UCs are expected to be driven by motivation rather than strict and hard command climate. During survey, 80% respondents have suggested that leaders should positively motivate the UCs in accomplishing the given mission or assign tasks (**Figure 4**).
- c. **Intellectual Superiority.** Present generation UCs will be better educated and knowledgeable. Therefore, leaders are expected to acquire intellectual superiority for better understanding of their men and also to derive the best out of their men. Survey result suggest that 80% respondents have viewed intellectual up gradation of the leaders as an expected leadership attributes (**Figure 4**).
- d. **Decisive, Confident and Decision-Making.** Leaders are expected to make decisive decision on which UCs will act upon. Survey result shows that 81% respondents believe that UCs expect their leader to be confident and make bold decision to lead their men in the time of crisis (**Figure 4**).
- e. **Interactive.** A leader should be accessible to his UCs at all time and maintain face to face communication. During the survey, 80% respondents have emphasized that a leader should possess effective communication skill to interact with his UCs and transmit his ideas and instructions (**Figure 4**).

WEAKNESSES OF LEADERSHIP DEVELOPMENT INITIATIVES OF BANGLADESH ARMY IN ADDRESSING THE LEADERSHIP CHALLENGES

General

Having identified the leadership development challenges, the author has taken the endeavor to analyze the weaknesses of leadership development initiatives of Bangladesh Army in addressing the challenges. As such, the author has found that leadership development attempts of Bangladesh Army possess numerous weaknesses which can be analyzed from two perspectives: general weaknesses and weaknesses of different development domains. **Figure 4** elaborates the weaknesses of the leadership development initiatives of Bangladesh Army.

Figure-4: Weaknesses of Existing Leadership Development Initiatives



Source: Researcher's Construct

General Weaknesses

Absence of Leadership Development Strategy Leadership development strategy of an army is the master plan for developing leadership traits of its members. Many of the modern armies of the world possess such strategy which they pursue strictly. Bangladesh Army is yet to develop such leadership development strategy. Therefore, presently, the training institutions are providing leadership training almost independently with some shadow of influence by ARTDOC which fails to generate an overall impact in developing the leadership of its officers.

Absence of Progressive Development Lack of progressiveness is one of our main impediments of leadership development. Officers of different arms and services opined that leadership lessons which they were thought in basic courses and JCSC are basically the duplication of CLM package of BM. Moreover, our mid-level officers do not undergo any institutional leadership training in their post JCSC period till they attain the ASC. This creates a knowledge gap and affects their leadership development.

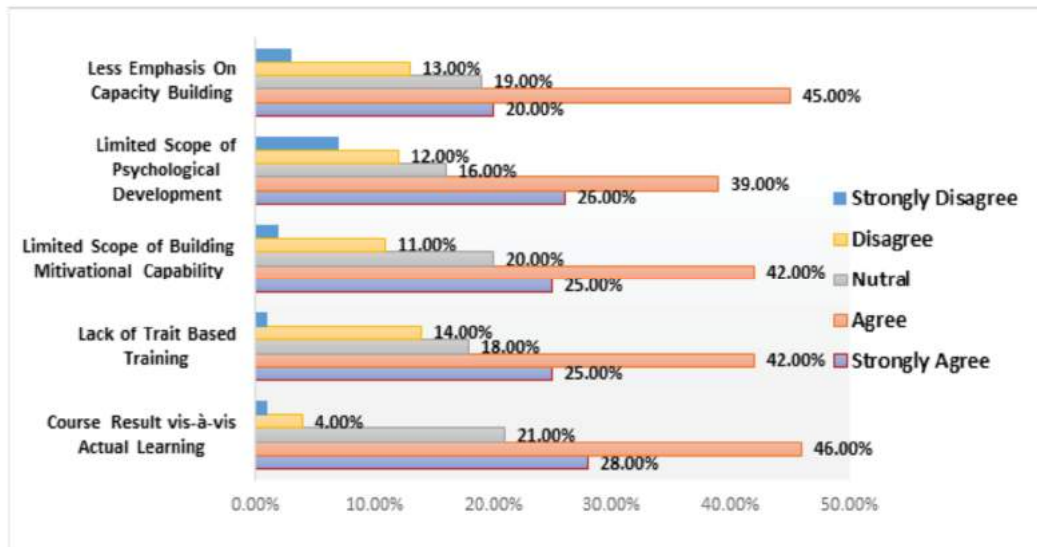
Inadequacy of CLM Packages in the Institutional Training In Bangladesh Army, there is no set guideline regarding the inclusion of CLM package in the training curriculum of Army level courses. Since we do not have any centralized leadership development strategy, therefore, training institutions are providing the leadership training as per their own planning/policy. It is already described that minimum possible periods are being allotted for CLM package which is insufficient to develop required leadership traits of the officer corps of Bangladesh Army.

Weaknesses of the Institutional Leadership Training

It has already been discussed that institutional leadership development training of Bangladesh Army are not adequate in developing the leadership traits of its officers. Moreover, these institutional approaches have got further weaknesses. As such, survey

was carried out to identify these weaknesses. Figure 5 illustrates the survey result. Weaknesses of the institutional leadership training are described in following paragraphs:

Figure-5: Response Showing Weaknesses of the Institutional Leadership Development Training



Source: Researcher's Construct Basing on Quantitative Analysis

- Course Result Vis-à-vis Actual Learning.** The general perception says that there is distinct difference between the course result and actual learning. Many of our officers remain worried to achieve their desired course results than acquiring the actual knowledge. This psychology affects their learning procedure and reduce their professional competence (Figure 6).
- Lack of Trait Based Training.** There are fourteen leadership traits followed in Bangladesh Army. Training on developing these leadership traits are given due importance in BMA, but thereafter, this perception remains quite unattended. During survey, 67% officers have identified that lack of trait based training is another weakness of our institutional leadership development (Figure 6).
- Limited Scope of Developing Motivational Capability.** Bangladesh Army do not provide institutional training to its officers in developing the motivational capability. Therefore, motivational capability building of our officers depends on their service experiences and personal interest. During survey, 67% officers have identified that limited scopes of developing motivational capability is a weakness of our institutional leadership development (Figure 6).
- Absence of Physiological Training.** Psychological ascendancy over UCs is an inseparable part of leadership. Presently, Bangladesh Army do not provide any psychological training to its officers in developing their leadership faculties.

Therefore, it also remains as a weakness of our institutional leadership development. During survey, 65% officers have supported this perception (Figure 6).

e. **Limited Scopes of Analytical Skill Development.** A leader with superior analytical capability generally possess five skills: communication, creativity, critical thinking, data analysis and research. The existing institutional training of Bangladesh Army does not address all the issues of analytical development. During survey, 65% officers have agreed with this idea (Figure 6).

Weaknesses of Formation Level Leadership Development Initiatives

While evaluating the formation training directives of two formations (17 Infantry Division and 9 Infantry Division), it is found that formation level leadership development initiatives for the officers mostly remain confined to the conduct of seminars and presentations only. Moreover, shortage of officers and increased commitments of the units often affect these initiatives to a great extent. Additionally, many of the formation are yet to implement the instructions of the 'CLM Formation Level Training Package' circulated by ARTDOC in 2012. All these shows that initiatives taken at formation level are not adequate in developing the leadership traits of the officers.

Weaknesses of Non-Structured Leadership Development

This shows that officers have lack of interest in pursuing self-development. Senior officers have opined that habit of self-study and library culture has been overtaken by social networking culture. Moreover, it is also justified to say that Bangladesh Army is yet to provide a set guideline to its officers for pursuing self-development. All these indicate that Bangladesh Army is yet to realize the importance self-development in developing leadership of its officers.

SELF-DEVELOPMENT CONTRIBUTES TO LEADERSHIP DEVELOPMENT OF THE OFFICER CORPS OF BANGLADESH ARMY

Self-Development Contributes to Leadership Development.

Self-development contributes to the leadership development in two ways. Firstly, it addresses the weaknesses of our existing leadership development initiative and secondly, it assists in attaining the expected leadership attributes. Figure 6 explains the contribution of self-development in developing leadership. Survey shows that 87% officers have agreed that self-development contributes to the leadership development. As such, subsequent paragraphs will elaborately analyze the contribution of self-development:

Figure-6: Contribution of Self-development in Leadership Development



Source: Researcher's Construct

Self-Development Addresses Leadership Development Weaknesses

Self-development Augments the Institutional Leadership Training. Self-development contributes to the leadership development by refining the attributes and skills attained through institutional training and field experience. US Army Handbook on Self-Development says that “to meet the recurring challenges, army personnel must supplement institutional and organizational training with continuous and planned self-development”. The senior officers who were interviewed have also expressed similar opinions. There before, it can be said that self-development augments the institutional learning in addressing the inadequacy of the institutional attempts.

Self-development Contributes to Progressive Leadership Development. Lack of progressive leadership development can be effectively addressed by incorporating the concept of self-development. Case studies proves that by consistent pursuance of self-development an individual can acquire his/her desired leadership qualities. Moreover, Major Amer Ahsan Nawaz of Pakistan Army in his thesis “Leader Development Process in Pakistan Army” has highlighted that, “self-development is the only process which allows the leaders to develop themselves during intervals between institutional developments.” These prove that lack of progressive leadership development of Bangladesh Army can be effectively addressed by inculcating the concept of self-development.

Self-development Covers Knowledge Deficiency of CLM. Inadequacy of CLM packages is considered to be a general weakness of our leadership development. Draft Army Training Doctrine of Bangladesh Army emphasized that “Contribution of self-development in developing leadership is of paramount importance as the leaders cannot be trained through structured training alone”. Leaders must inculcate the habit of self-development in addressing his/her own weaknesses. Thereby, the knowledge deficiency on CLM can also be overcome with consistent pursuance of personal development.

Self-development Increases Adaptability. Institutional Training orients the officers to the textbook solutions of any problem. Therefore, officers always look for the theoretical solutions which may not be always appropriate in dealing with the leadership challenges. To overcome such dilemmas, institutional trainings need to be supplemented with the self-development. Self-development enables the leaders to adapt to the continually changing environment and allow them to generate creative solutions.

Self-Development Contributes to Attain Leadership Attributes

Intellectual Superiority. Professional study at individual level and pursuing reading habit can play important roles in fostering intellectual competence within an officer. During the survey, 87% officers have opined that professional study at individual level will enhance the competency of individual officer. Additionally, 90% respondents have viewed that personal study/reading habit contributes to knowledge enrichment.

Confidence and Decision-Making Capability. Decision making capability is the direct product of self-confidence, will power and competence. Self-development generates confidence within a leader and expose him/her to both textbook and non-textbook solutions. Thus, self-development makes a leader confident to make correct and quick decision.

Inspirational Motivation. Vision, interaction and understanding others are the three leadership attributes which allow a leader to motivate to his/her UCs. Self-development assists a leader to develop his oral, written and body language to become an effective communicator. On the other hand, assessment of UCs allows a leader to know his men better. Finally, knowledge and education acquired through self-development widen the vision of a leader. All this generates motivational capability within a leader.

Analytical Capability. Analytical qualities of the leaders are directly related to intellectual developments which can be pursued through self-development. Background study of any problem, creative thinking and practice at individual level are the ways which assist a leader to develop analytical capabilities. It is also statistically validated that self-development allows a leader to attain such leadership attributes.

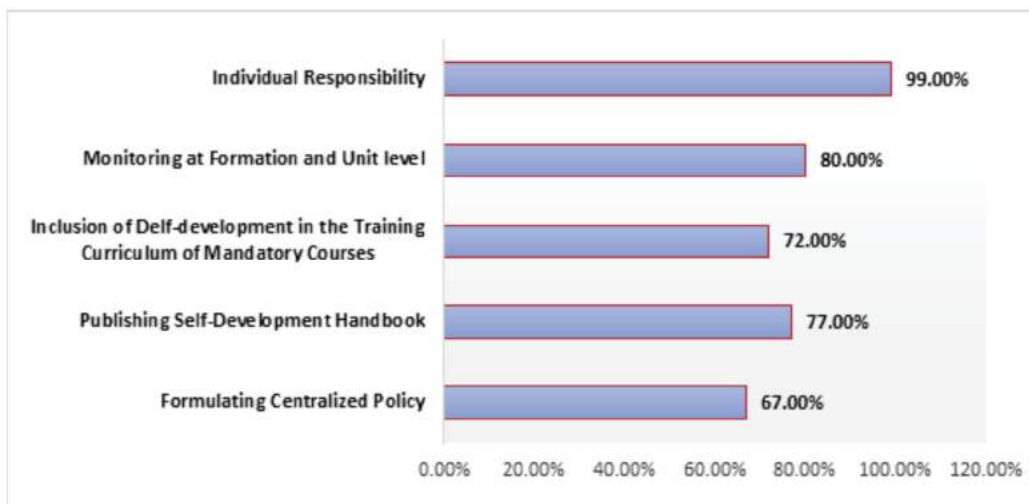
Developing Leadership Traits. Self-development can augment the institutional leadership training in developing leadership traits. Study of military leaders and review of

own actions allow a leader to determine own weakness. This creates opportunity for the leaders to work on the identified weaknesses in developing leadership traits.

Ways to Instill Self-Development within the Organizational Framework of Bangladesh Army

Survey was conducted to determine the feasibility of various ways of incorporating self-development within the organizational framework of Bangladesh Army. Figure 9 illustrates the survey result. As such, subsequent paragraphs will drilldown the suggested measures for incorporating the concept of self-development in Bangladesh Army.

Figure-7: Response Showing “Ways to Instill the Self-development in the Leadership Development Initiatives of Bangladesh Army”



Source: Researcher's Construct Basing on Survey

Formulation of Centralize Policy Presently, Bangladesh Army does not possess any centralized policy which provides specific guidelines on self-development. Many of the senior officers have emphasized on developing such policy which will lay down the progressive plan for pursuing self-development in Bangladesh Army. During survey, 67% officers viewed the importance of formulating policy for inducing self-development in Bangladesh Army.

Publication of Self-Development Handbook Many of the armies of the world have publications on self-development. For example, US army has published a handbook named “Army Self-Development Handbook” which provides guidelines on designing and implementing self-development plan. Senior officers have described the necessity of publishing such handbook for Bangladesh Army. Moreover, during group discussion, many opined for publishing such pamphlets which would allow them to formulate personal development.

Pursuing Self-Development at Individual Level. The Draft Army Training Doctrine of Bangladesh Army or the existing GSTP on CLM does not describe any method of pursuing self-development at individual level. During discussion, 99% officers have opined that self-development is individual's responsibility. As such individual should formulate own "Self-development Plan" for developing personal leadership traits.

Publishing Army Reading Lists Many countries of the world publish army reading list for a particular year which contains lists of suggested reading materials like books, journals, special writings and documents pertinent for professional development. Purposes of publishing such lists are to promote the reading habits and also to provide guidelines for self-development. Senior officers of the Army have emphasized on publishing such lists for promoting self-development within the organization.

Inclusion of Self-development in the CLM Packages of Mandatory Courses The concept of self-development has to be promoted at every level to make it a common practice in the organization. As such, self-development as a subject can be included in the CLM packages of mandatory courses.

CONCLUSION

The concept of self-development is not a new paradigm. The idea is imbedded in the overall concept of the leadership develop modalities of Bangladesh Army. But the gray areas lie in realizing the importance of self-development and determining the methods of its implementations. Leadership development of Bangladesh Army is carried out in three different domains: institutional leadership training, formation level initiatives and non-structured developments. As such, the institutional leadership training of the officers starts at BMA and continues throughout their military career. At formation level, leadership development training mainly remains confined within seminars, workshops and presentations. Finally, the non-structured leadership development domain, which mainly includes self-development, service in the unit and interaction with seniors, peers and fellow officers.

Present-day leadership challenges are multi-dimensional in nature. Some of these challenges are social and some are organizational. However, to meet such challenges numerous leadership attributes are expected from the present-day leaders. As such, vision, inspirational motivation, intellectual superiority, confidence, sense of judgment and decision-making capability are determined as the expected leadership attributes in contesting the such challenges.

Leadership development initiatives of Bangladesh Army possess numerous weaknesses which can be analyzed from two perspectives: general weaknesses and weaknesses of different development domains. Absence of leadership development strategy, inadequate institutional leadership training and absence of progressive development were determined as general weaknesses. On the contrary, grading oriented

psyche, ignorance of the self-development, lack of trait based training, absence of physiological training and limited scopes of developing analytical skills were identified as the weaknesses of the leadership development domains.

Self-development contributes to the leadership development in two ways. Firstly, it addresses the weaknesses of our existing leadership development initiative and secondly, it assists in attaining the expected leadership attributes. Detail analysis proves that self-development enhances the intellectual superiority, generates confidence, develops decision-making capability, enhances motivational ability and grows sense of judgment with in an individual officer. There are many ways of incorporating self-development in Bangladesh Army. Developing centralize policy, publishing handbook/pamphlet on self-development, publishing 'Army Reading List', developing personal development plan at individual level, inclusion of self-development as a subject in the CLM packages and making the formation and unit commanders responsible are few of the ways which are determined to instill self-development with in Bangladesh Army.

RECOMMENDATIONS

Following recommendations are made:

- a. ARTDOC may be tasked to develop a handbook/pamphlet on self-development for providing specific guidelines to the officers of Bangladesh Army. This would be very effective in promoting the concept and also work as an aid for personal development.
- b. General Staff Branch of AHQ should take initiative in publishing Army Reading List in yearly basis. Military Training Directorate or Education Directorate should be made responsible for finalizing this list. A reading list of such kind would definitely promote self-development within the organization.
- c. A board of officers under ARTDOC may be formed to study the feasibility of incorporating self-development as a subject of CLM packages of the training curriculum of mandatory courses.

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COMPUTER ASSISTED EXERCISE: A TOOL TO ENHANCE THE COMBAT CAPABILITY OF BANGLADESH ARMY

Major Yunus Ibne Abdullah, Signals

ABSTRACT

The foremost precondition of effective military training is the provision of a near to real battlefield environment. Typically, the training for military officers encompasses development of cognitive domain in order to deliver right decisions in a realistic battlefield environment. However, developing realistic battlefield environment by the primitive methods of using sand models, battle maps and similar means is seldom possible. Consequently, throughout the history, people have created number of alternative methods to simulate military operations for training. In present days' perspective, simulation based training has become a cost-effective alternative to meet the complicated needs of the modern war. Bangladesh Army has stepped into this era of simulation based training in the year 2016 by acquiring a simulation system named Army War Game Simulation System (AWGSS). Essentially, AWGSS offers the opportunity to train commanders at different levels on command and staff procedure, and decision-making through CAX process. The researcher was exposed to this process in the year 2016; once he was a member of AWGC. During his tenure, two CAXs involving two Brigade Groups of Bangladesh Army were conducted in this centre. This made the researcher interested to study whether the CAX can enhance the combat capability of the Brigade Groups of Bangladesh Army. The study was based on mixed method of qualitative and quantitative analysis including few scholarly interviews and Focused Group Discussions (FGD). In that, the surveys and interviews mostly included the officers who had undergone CAX. Views of four senior officers, who had exposure to CAX in different capacity, were also taken. Besides, in order to consolidate the findings, few available books, publications, and internet documents were consulted. The resultant findings revealed few promising features of CAX which had significant relationship with the indicators of the enhancement of combat capability of Bangladesh Army. In the process, the researcher proved the hypothesis: 'CAX will enhance the combat capability of the Brigade Groups of Bangladesh Army.' At the end, few recommendations were made basing on the findings of the research, which are expected to assist the planners at different levels.

INTRODUCTION

Armed forces gain courage and confidence through training and experience. However, experience can barely be acquired unless the armed forces are involved in real combat. In such case, it can only be achieved by capitalizing experience of others and simulating reality through realistic training. Simulation based training is increasingly becoming a vital way to override training limitations for the armed forces of the world.

Bangladesh Army acquired AWGSS – a war game simulation system – in the year 2016. Alongside, to accommodate this software, a new military unit named AWGC was also established at Dhaka Cantonment. With the establishment of AWGC and acquiring of AWGSS, Bangladesh Army has now stepped into the realm of simulation based training environment. This training environment can simulate battlefield reality through realistic conduct of exercises – essentially in War Game (WG) or Command Post Exercise (CPX) mode.

CAX is in essence a CPX where electronic means are used to immerse the Training Audience in an environment as realistic as possible. In doing so, the CAX uses the electronic means such as AWGSS to execute the decisions of the commanders. While the in vogue primitive process of conducting various exercises lacks in battlefield realism, CAX can dynamically introduce the operational conditions and challenges of real systems in a synthetic environment. Thus, CAX can enhance the combat capability of Bangladesh Army in regards to optimizing skills and knowledge on staff procedures and making quick decisions in a realistic battlefield environment.

At this backdrop, it is well understood that the CAX can offer enormous comprehensive features to portray a realistic combat scenario through simulated environment. In contrast, the manual mode of conducting training lacks battlefield realism, which might affect the decision-making capability of the commanders of Bangladesh Army in a realistic combat environment. Therefore, the inadequate training of the commanders of Bangladesh Army on decision-making in a realistic battlefield environment is assumed to be one of the barriers in enhancing their combat capability. In this hindsight, it is of paramount importance to identify the effects of CAX onto the enhancement of combat capability of Bangladesh Army.

AIM

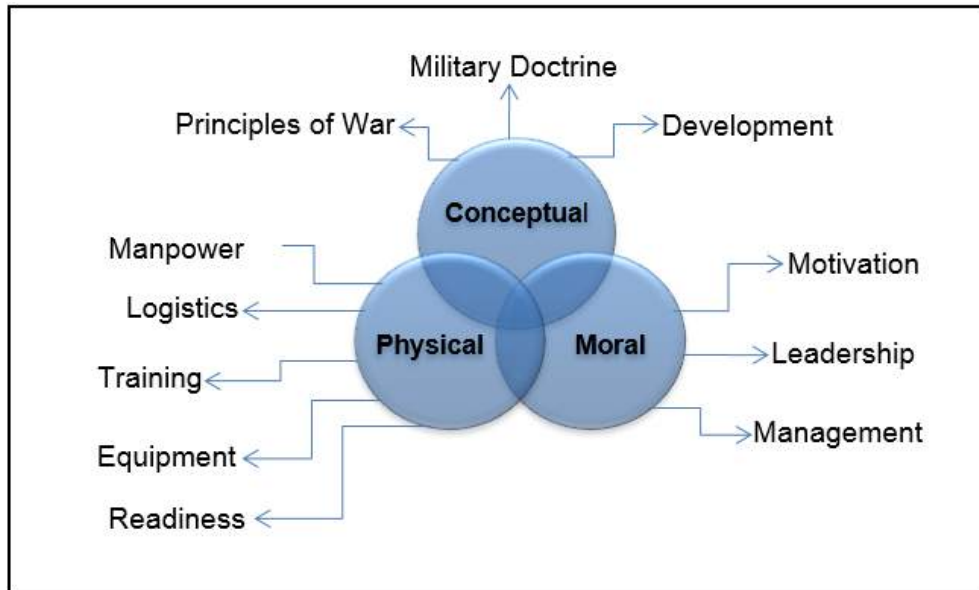
The aim of this paper is to examine the influence of CAX onto the enhancement of the combat capability of the Brigade Groups of Bangladesh Army.

TRAINING FOR WAR IN BANGLADESH ARMY IN ENHANCING ITS COMBAT CAPABILITY

Combat Capability

The understanding on Combat Capability is transformational. However, British Military Doctrine (BMD) defined the Combat Capability or Fighting Power as the ability of the army to fight. There are three components of Fighting Power: the Physical Components which provide the means to fight; the Conceptual Components which provoke the thought process; and the Moral Components which instill the ability to get people to fight. This analogy of BMD can further be illustrated by the Figure 1 below:

Figure 1: The Components of Fighting Power



Source: Chief of General Staff, British Army, 1998

However, analyzing the surveys and interviews, it was evident that the Combat Capability of Bangladesh Army can also be defined as ‘the ability of the army to operate and fight’. Based upon these acquired understanding on Combat Capability, few general indicators of the Enhancement of Combat Capability were identified as:

- a. Increased decision-making capability in realistic battlefield environment.
- b. Enhanced analytical capability of terrain, weather, and visibility etcetera.
- c. Consideration of Human Factors like level of expertise, fear, stress, mental fatigue etcetera.
- d. Decision-making based upon acquired intelligence and acceptable threat doctrine.
- e. Better perception of logistics.

Present System of Conducting CPX, FTX and Its Limitations

FTX. In FTX, the battlefield endurance of the troops can be tested. Besides, obtaining practical experience through ground orientation can also enhance the battlefield visualization of the commanders in FTX. However, there are still few limitations of FTX, like: hypothetical visualization of enemy, unnecessary safety restrictions, compromising the tactical aspects due to security reasons, difficulty in finding out appropriate ground, administrative overhead etcetera.

CPX. CPX is conducted both at formation and army level before taking part in any

Exercises with Troops. However, at formation level hardly more than one CPX is conducted in a year and it is normally one-sided. CPX can also be conducted as a two-sided exercise. However, the two-sided CPX entails a considerable amount of problem for the control organization. The limitations of CPX are encompassed below:

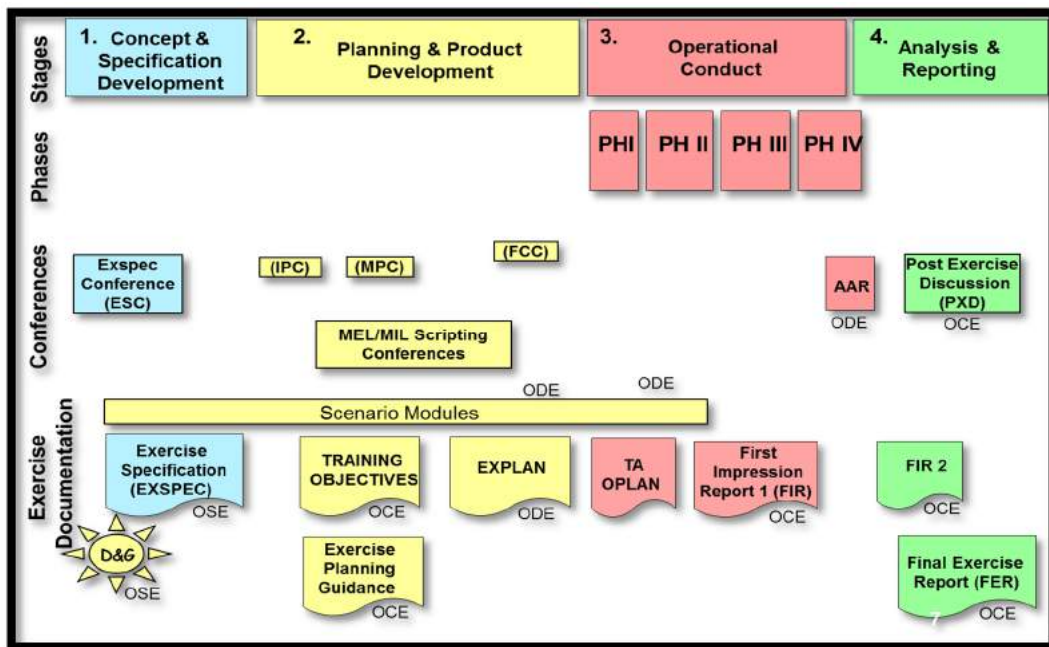
- a. **Inadequacy of Appropriate Terrain** The terrain peculiarities and the terrain frictions should have enormous impact onto the decision-making cycle of the commanders. However, in reality, the map sheets of Bangladesh were last updated in the year 2002 and many of the latest terrain features are not updated. As a result, the effects of latest terrain features are not realized effectively during the conduct of the CPX.
- b. **Incognizance of Human Factors** The results of events in CPX are decided basing on mathematical analyses of force ratios. This numerical force ratios do not include the human factors of warfare, such as determination, will power, experience, fatigue, stress and intentions. Thus, the Human Factors are not normally taken into consideration in CPX.
- c. **Lack of Battlefield Visualization** In CPX, the scenario is essentially developed through narratives and serials. Thus, the developed scenario is devoid of physical depiction of enemy array, realistic flow of information, effect of updated terrain and weather features etcetera. As such, CPX does not allow the commanders to visualize battlefield realistically.
- d. **Hypothetical Visualization of Enemy** In CPX, the control organization with its meagre resources and staff organization can rarely depict a realistic threat scenario to the player. As such, the players develop their events having in mind a hypothetical visualization of enemy.
- e. **Inadequate Understanding on Logistic and Intelligence** In CPX, the implications of logistic aspects are not projected realistically during the development of exercise events. As such, it merely poses any challenge to the tactical plan of players. Thus, the CPX leaves the exercise participants with inadequate understanding on logistics.
- f. **Lack of Realistic Battlefield Environment to Judge Commanders' Decision-making Capability** In CPX, the hypothetical visualization of enemy, inadequate logistic challenges and, the unrealistic visualization of battlefield environment do not allow judging the decision-making capability of the commanders in realistic battlefield environment. Thus, CPX provides limited scope to train and judge the decision-making capability of the commanders in Realistic Battlefield Environment.
- g. **Verdict on Decision Taken** In CPX, the results of the events are normally declared based on manual calculation of casualty and general weaknesses of the participants observed during the exercise. As such, the results declared are not always logical and realistic.

PROMISING FEATURES OF CAX AND ITS USES IN NEIGHBOURING COUNTRIES

CAX and Its Promising Features

CAX.CAX is a type of synthetic exercise where forces are generated, moved, and managed in a computerized simulation environment based on the commands from the exercise participants. It uses computer models, which is designed to place the command and control element of a headquarters in a realistic and stressful combat-like environment to stimulate decision-making, command and control, staff interaction and coordination. In Bangladesh Army, the CAX support is achieved by installing and running a military constructive simulation system - AWGSS. The CAX process encompasses four stages: Concept and Specification Development, Planning and Product Development, Operational Conduct, and Analysis and Reporting. The stages, phases, various conferences and exercise documentations involved in CAX process are graphically portrayed in the flow chart below:

Figure 2: Simplified CAX Process Flow



Source: AWGC, 2016

Promising Features of CAX The CAX process itself can provide few promising features which are discussed in the subsequent sub-paragraphs:

- Acceptable Doctrine** The behavioural model of SWORD can be customized to match the doctrinal aspects of any army. It is possible to customize the attributes of

each entity starting from its number of vehicles, speed of vehicles in specific terrain, weapon system and its performance, sensor accuracy and range, unit composition, missions and overall the basic loads of logistics systems. Accordingly, the doctrine of Bangladesh Army has been integrated in the behavioural model of AWGSS.

b. **Doctored Terrain Features.** In AWGSS, any suitable part of the terrain can be selected for conducting CAX. Alongside, to pose more challenges to the players, the terrain in CAX can also be modified according the exercise set up developed by the scenario developers. Thus, CAX can incorporate the terrain features realistically.

c. **Weather and Time Bound Effect.** CAX can incorporate the weather features realistically into the exercise scenario. In doing so, a set of weather data is included in the exercise scenario during its initial setup phase. However, if the exercise control organization demands, the weather parameters in the exercise scenario can also be modified dynamically at any point of time.

d. **Dynamically Configurable Order of Battle (ORBAT).** In CAX, the ORBAT of the opposing forces can be incorporated dynamically. Unlike CPX, the entities of ORBAT in CAX are visualized physically on the simulated ground. The entities in CAX, upon receipt of any mission, move in accordance with the terrain frictions, utilize Artificial Intelligence (AI) to find out the best and shortest path to the destination, engage opposing forces if force ratio permits, and finally, shows realistic array of forces to the participants.

e. **Recorded Replay during Debriefing** In CAX, upon completion of a day's play, the participants come across an After Action Review (AAR) or Debriefing session. During this session, the events played during the previous play slots can be replayed from the system database. The control can notify the players with their specific mistakes. At the same time, the players can also observe their mistakes graphically. Thereby, the participants of CAX can achieve expected level of competence without confronting any verdict.

f. **Logistics, Intelligence, Human Factors are Better Perceived in CAX** The logistics, Intelligence, human factors are better perceived in CAX than in CPX. In CAX, each logistic echelons are allotted with the basic loads of logistic system in accordance with the exercise setup. However, during the play of CAX, the basic loads are automatically calculated to determine its consumption state. This consumption state will have realistic impact onto the attainment of the missions.

g. **Realistic Battlefield Environment** A realistic battlefield is instrumental in judging the decision-making capability of the exercise participants. To that end, CAX can portray a realistic battlefield environment like violent sights and sounds, logical casualties, communication breakdown, fog of war, stress of continuous operation et cetera.

Use of WG Simulation Software in the Neighboring Countries

The WG Simulation System facilities available in the neighboring countries, especially India, Pakistan, and Sri Lanka is analyzed in the subsequent sub-paragraphs:

- a. **India** Appreciating the efficacy of simulation system as a tool for military training, the three Services of Indian Armed Forces have already started simulation activities in their respective simulation development centers.
- b. **Sri Lanka** Sri Lankan Army is mostly engaged in Counter Insurgency Operation (CIO). As such, it does not have any exposure to any kind of WG simulation system. However, it feels the necessity of obtaining WG simulation system to enhance its planning capacity and save time and resources.
- c. **Pakistan** Pakistan Army has got exposure to computerized WG simulation system. It believes that a prudent combination of field exercises and simulation system would be more effective.

CAX AND THE ENHANCEMENT OF COMBAT CAPABILITY OF THE BRIGADE GROUPS OF BANGLADESH ARMY

Effects of CAX Features onto the Indicators: A Statistical Analysis

Effect of Realistic Battlefield Environment. The training for war in Bangladesh Army offers limited scope in training and judging the decision-making capability of the commanders in realistic battlefield environment. In contrary, CAX can portray a realistic battlefield environment. As such, the effect of realistic battlefield environment was evaluated statistically against the indicators to find out the relationship between CAX and enhancement of combat capability. The One Sample T- Test identified that the significance level of the Realistic Battlefield Environment onto the indicators is less than 0.05. Thus, it proves that Realistic Battlefield Environment has a significant relationship with all the indicators of enhancement.

Effect of Doctored Terrain Features In present days, it is difficult to find a suitable terrain for conducting any kind of outdoor exercises in Bangladesh. Again, the features available in the digital maps of Bangladesh Army also does not pose any realistic challenge to the participants in the indoor exercises. At this backdrop, the Doctored Terrain Features of CAX was evaluated statistically against the indicators to find out their relationship. The associated One Sample T- Test found a significant relationship of Doctored Terrain Features of CAX with two of the indicators.

Effect of Dynamically Configurable ORBAT Another One Sample T- Test was conducted to identify the significance level of the feature 'Dynamically Configurable ORBAT' of CAX onto the indicators. In most of the cases, the significance level was found less than 0.05. Thus it was proved that the feature 'Dynamically Configurable ORBAT' has significant relationship with almost all the Indicators.

Effect of Acceptable Doctrine The effect of an Acceptable Doctrine onto the successful conduct of any exercise is immense. AWGSS has incorporated the doctrine of Bangladesh Army in its behavioural model very well. Consequently, the significance level of Acceptable Doctrine (below 0.05) onto maximum of the indicators justifies the aforementioned annotations.

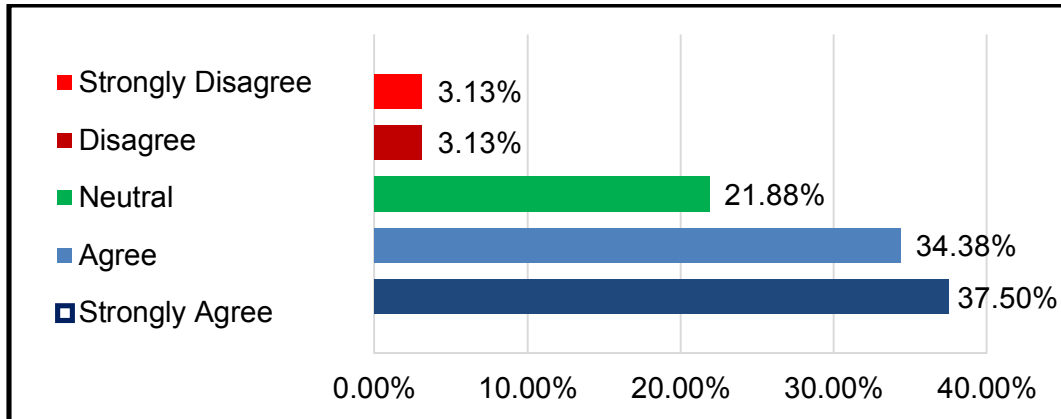
Effect of Weather and Time Bound Effect The One Sample T- Test result indicates that the ‘Weather and Time Bound Effect’ has a significant relationship with most of the indicators. That is, CAX can incorporate the weather features realistically into the exercise scenario. It also shows how the dynamic change of weather parameters can impose a Time Bound Effect onto the decisions of players.

Effect of Recorded Replay during Debriefing CAX can stimulate interest and improve learning amongst the participants. It can also eliminate the inherent limitation of CPX – Verdict on Decision Taken. Consequent to these arguments, the Recorded Replay feature of CAX was evaluated on the indicators by the One Sample T- Test. The test result shows that the feature has significant relationship with two of the indicators.

Effect of Modeling of Human Factors Human Factors play a significant role in FTX to test the battlefield endurance of the troops. However, this is not the case in CPX, where it is difficult to portray the effects of Human Factors. In contrary, Logistics, Intelligence, Human Factors are better perceived in CAX than in CPX. Keeping these two opposing arguments in view, One Sample T- Test was carried out which identified a significant relationship between Human Factors and the indicators.

Influence of CAX, CPX, SCT, and WCT onto the Indicators of Enhancement of Combat Capability Another analysis was conducted to give a holistic view as to how the conduct of CAX, CPX, SCT, and WCT can influence the indicators of combat capability enhancement of the Brigade Groups of Bangladesh Army. The data were evaluated by conducting One Sample T- Test. The analysis reveals that, individually, each of the features of CAX has significant relationship with most of the indicators of the enhancement of combat capability of Bangladesh Army. The analysis also reveals that the CAX – in contrary to CPX – has a significant relationship with all the indicators. However, SCT and WCT can also influence few of the indicators of the enhancement of combat capability of Bangladesh Army. Yet, another survey reveals that CAX can enhance the combat capability of Bangladesh Army as shown in Figure 3 below:

Figure 3: CAX Can Enhance the Combat Capability of Bangladesh Army



Source: Survey Result

Scholarly Review

CAX, with all its promising features, can overcome the limitations of the training for war in Bangladesh Army and assist enhancing its combat capability. However, the necessity of imparting adequate training to the participants on procedural aspects of conducting CAX cannot be ignored. Alongside the features of CAX, the state of the art facilities offered by AWGC can present an ideal CPX environment. Thus, making best use of these features and facilities, CAX can enhance the Combat Capability of the Brigade Groups of Bangladesh Army. However, few aspects must be taken into considerations:

- a. AWGC with its existing facilities can conduct at best three CAX involving three Brigade Groups in a year. It would take quite long a time to train all the Brigade Groups of Bangladesh Army through CAX. As such, the combat capability of Bangladesh Army would be a long-term project. However, unlike other Brigades, the combat capability the Brigade Groups undergoing CAX will certainly be enhanced.
- b. The formation designated to undergo CAX, is not spared from other training or administrative activities in that particular training year. As such, it becomes difficult for the formation to fully concentrate on the CAX. Besides, formation can seldom spare enough officers to fulfil the staff requirements of CAX. All these, actually, inhibits the effective set up of the exercise organization.
- c. There is no statistics of the officers who are participating in the CAX. As such, there is always a possibility that, over the span of time, same officers are undergoing CAX from different formations.

At present, CAX are conducted utilizing the facilities provided by AWGC. However, in future, endeavours may be taken to expand these facilities to different formations. This form of Distributed Exercise will assist formations in conducting CAX remaining in their own garrison.

CONCLUSION

CAX is a new facet in the training domain of Bangladesh Army. Predominantly, two inevitable approximations inspired the researcher to work on CAX. Firstly, the primitive process of conducting various exercises in Bangladesh Army lacks in battlefield realism. As such, the commanders of Bangladesh Army cannot be trained adequately on decision-making in a realistic battlefield environment. This, in turn, creates a barrier in the Enhancement of Combat Capability of Bangladesh Army. Secondly, CAX can enhance the combat capability of Bangladesh Army in regards to optimizing staff procedures and decision-making in a realistic battlefield environment. Keeping these two contrasting views in mind, the key purpose of this research was set to examine if the CAX can enhance the combat capability of the Brigade Groups of Bangladesh Army.

The transformational understanding on Combat Capability was initially formalized as 'the ability of army to operate and fight. However, the determinants of the enhancement of combat capability demanded a statistical measure stick to be set. As such, few indicators for the enhancement of combat capability were identified both statistically and analytically. Having identified the indicators, the researcher then focused on the evaluation of the present system of conducting training at Bangladesh Army. In doing so, it was found that the FTX can enhance the battlefield visualization of the commanders. However, it has also got some inherent limitations. Having identified the limitations of FTXs, the indoor exercises, like CPX could be presumed to be more suitable. However, it was not the case. The statistical and inferential analysis made it evident that there are number of limitations of CPX.

On the way to exploring the features offered by CAX, firstly, efforts were taken to familiarize the process involved with the CAX. It is a new phenomenon incorporated in Bangladesh Army. However, CAX follows a well-articulated and systematic approach during its planning and conduct. As such, the formations designated to undergo CAX, become conversant with the process very rapidly. Alongside this scrupulous process, the CAX also offers enormous promising features.

To ascertain as to how the CAX can enhance the combat capability of the Brigade Groups of Bangladesh Army, an in-depth analysis was conducted. In doing so, a statistical tool called 'One Sample T- Test' was used to determine the significance level of the relationship between features of CAX and the indicators. In almost all the cases, the significance level was identified below 0.05. These results authenticated that the CAX has a significant impact onto the enhancement of combat capability. Alongside these

quantitative analyses, the qualitative analysis further validated the significance of the relationship.

RECOMMENDATIONS

Basing on the findings, following recommendations are made:

- a. AWGC should arrange a Specialized Training Module of 3-4 weeks each year to train the procedural aspects of conducting CAX and, thus, create a pool of CAX qualified officers in each formation.
- b. Military Secretariat (MS) Branch should keep a record of the officers undergoing CAX or Specialized Training Module. Once a formation is designated to undergo CAX, MS Branch can post or attach these CAX Qualified Officers in order to fulfil the staff requirements of designated formation.
- c. MT Directorate should relieve the formation from other training activities once it is designated to undergo CAX in a particular training year. It would ensure the presence, concentration and commitment of the participants into CAX.

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Captain Jobayeer Ahmed (2017, September 04).



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UNITED NATIONS PEACE KEEPING OPERATIONS IN 21ST CENTURY AND PREFERRED OPTIONS FOR BANGLADESH ARMED FORCES

“Bangladeshi contingent has gone beyond its protection mandate and helped build up the manpower capacity of the country.”

–Ellen Sirleaf, President of Liberia (Rabbi, 2017)

Major Ashiqur Rahman, Infantry

ABSTRACT

Human race suffered the scourge of armed conflict since we came into being. History of armed conflict denotes fighting for survival, security and attain peace. Over the ages many great wars caused immense grief, anguish and misery to the mankind. The world got devastated by two world wars triggering more than 70 million deaths. The world came into consensus to evade dreadful cost of war and thus the league of nation came into being in the year of 1945(UN Charters, Retrieved on 2017). In doing so, peacekeeping was perceived as a key tool to contain conflicts from escalating into regional or global war. The Charter signed at San Francisco, remains as the base document for all the United Nations work in maintaining international peace and security. Traditional model of UN peacekeeping operation was more of passive in nature in resolving conflicts between states. Three basic reasons influenced the trend of UNPKO. They are changing geo-political setting, patterns of conflicts, relation between major powers and regional security cooperation. Some peacekeeping operations are being authorized in the absence of clearly identifiable parties to the conflict or a viable political process. In the contemporary trend, peace keepers are operating in more complex environments that feature asymmetric and unconventional threats. Blue helmets are increasingly facing direct threat and UN symbol is no more a credible shield. Growing participation by the regional actors and deployment of parallel force under varied command is the most significant change in the recent PKOs. As such, resent missions are increasingly deployed under chapter VII of the UN charter. Bangladesh Armed forces started wearing blue beret since 1988 with a group of 15 MILOB joined in Iran- Iraq conflict cessation effort. Since then, our peace keepers earned lot of credential in the field of UN PKO even working under many constraints. Though, there was instances where our peace keepers underperformed to resolve crisis. However, mentionable accomplishment are—verification of ceasefire, assistance to held election and referendum, specialized engineering tasks, disarmament, demobilization and reintegration (DDR) of ex-combatants, arrangement of surrendering of militias with weapons, ammunition, and drugs, security and humanitarian assistance, security sector reform, surveillance and maritime interdiction operations at sea, casualty and medical evacuation, and transportation of personnel and cargo.

However, officer and men faced substantial challenges to perform PKO at desired standard .The security scenario does not conform to the given mandate or rules of engagement specified by UN where our forces are deployed. Complexity of situation varied from the training and preparation in many occasion. The hostile situation often tests the battle worthiness of troops. As such, a very relevant question raised that what all are the present PKO challenges for us? Finally, in light to the changing dynamics of PKO (new doctrines, changing global order, altering nature of the conflicting groups and technological modernization) infused the need to revisit its peace keeping preparation to maintain its respectable position in the blue berets. The available publications, reports and views of experienced officers and commanders of various level revealed a number of challenges that may put our peacekeeping effort to face extreme challenge. The survey and interviews focused on the challenges which are experienced, in the present alongside with the past ones. The findings and recommendations are expected to benefit the future peacekeepers in accomplishing their peace assignments in a changed security settings.

INTRODUCTION

United Nations (UN) took birth taking the horrendous lessons from the two World Wars. Ever since its inception, it faced multidimensional challenges related to varying situation, budgetary constraints, host country agreement and formulation of strategies. UN had gone through many changes during its long walk in terms of dimension of its approaches to world peace and stability and became multidimensional. The Cold war era encompassed turmoil in political transition and conflict of host country, where UN was involved in conflict prevention to peace making. Later failure in Rwanda, Somalia and Bosnia lead to deploy PKO under Chapter VII of UN charter. Peacekeeping turned into a very complex affair to cope with the changed pattern of conflicts in the 21st century.

Nowadays, the ‘blue helmets’ are increasingly asked to deploy to remote and often volatile environments where peacekeepers need to face multifaceted challenges. In March 2000, the Secretary-General appointed the Panel on United Nations Peace Operations (known as the “Brahimi Report”) to assess the shortcomings of the then existing system and to make specific and realistic recommendations for change. Following the Brahimi report, UN Member States and the UN Secretariat continued major reform efforts. The High-Level Independent Panel on UN Peace Operations (HIPPO) is the latest amidst the series of reform effort. These efforts highlighted reform efforts of UN to its peacekeeping operations around the world. More specifically Brahimi report and HIPPO highlighted the current and emerging threats for world peace operations and both of the report suggested preventive reform as well. Future challenges were perceived by taking the references of ongoing and past violations of world peace. Each of the panel recommended changes and modifications of policy as well. For an example, to meet any

of the future challenges within a short period of time, one of the tool that Brahmi report suggested was United Nations Standby Arrangement System (UNSAS), and HIPPO developed a concept of UN Peacekeeping Capabilities Readiness System (UNPCRS).

Bangladesh started its journey under blue helmet in 1988. With firm commitment, sincerity and dedication, Bangladesh has already become one of the top Troops/ Police Contributing Countries (TCC/PCC). Bangladesh is termed as ‘a role model member state’ by the former UN Secretary General (UNSG). However peacekeeping at present day has become more challenging and difficult task in the changed security landscape. The competition in contributing to UNPKO increased significantly. Due to evolving operating environment and nature of UNPKO and to meet the changed requirement of UN, it is well felt that Bangladesh Armed Forces should critically view the past peacekeeping efforts to identify lacking/ mistakes to address the future needs. At the same time it should remain vigilant to the changed requirement of UN to respond promptly in addressing the needs of UN Headquarters (UNHQ).

AIM

The aim of this research is to examine the evolving trend of United Nations Peacekeeping Operation (UN PKO) and recommend the preferred options for Bangladesh Armed Forces to address the future challenges of UN PKO.

EVOLUTION OF UN PEACEKEEPING OPERATIONS AND BANGLADESH ARMED FORCES

General

The world got devastated by two world wars and came into consensus to evade the dreadful cost of war by forming a league of nation in 1945(UN Charters, Retrieved on 2017). The UN Charter signed at San Francisco, remains as the base document for maintaining international peace and security. Bangladesh, has always been committed to the international peace and security. The Preamble to Constitution states ".... We may prosper in freedom and may make our full contribution towards international peace and co-operation in keeping with the progressive aspirations of mankind"(The Constitution of the People's Republic of BD, Retrieved on 2017) .

Evolution of UNPKO: Past, Present and Future

The UN peace operations are intertwined with international politics, the conceptual progresses and empirical events assists to comprehend the delicacy of these missions (Bellamy & Griffin, 2010). The evolution of UNPKO can be divided into “generations” (Mc Donald, Retrieved on 2017) (Kenkel, 2013).

- a. **Traditional Peacekeeping** During the Cold War era, UN deployed a relatively lightly armed military units and was directed to maintain a peace agreement. These missions operated under Chapter VI (Chapter VI, Retrieved on 2017) and recognized as “traditional” (Kenkel, 2013).
- b. **Multidimensional Peacekeeping** The changed spectrum of international politics influenced the nature and altered the extent of peace operations. The second-generation peace operations in the post-Cold War expanded over wide range of tasks and classic first-generation military mandates.
- c. **Peace Enforcement** There is not much of deviation observed in the third generation comparing to the classic transitional tasks of second-generation mandates (Bellamy & Griffin, 2010).
- d. **Peace building** The peace keeping in this format deviated from the previous mode of conflict management in many ways (Kenkel, 2013). These missions are often described in national doctrines and analytical literatures as peace support operations.
- e. **Hybrid Missions** Finally, with the growing participation of regional organizations a new form of peace keeping has emerged. These missions entails hybrid character with diverse command and complex mandate (Kenkel, 2013).

Limitations of United Nations

UN possess a host of limitations in functioning. The most significant limitations are discussed in the succeeding paragraphs.

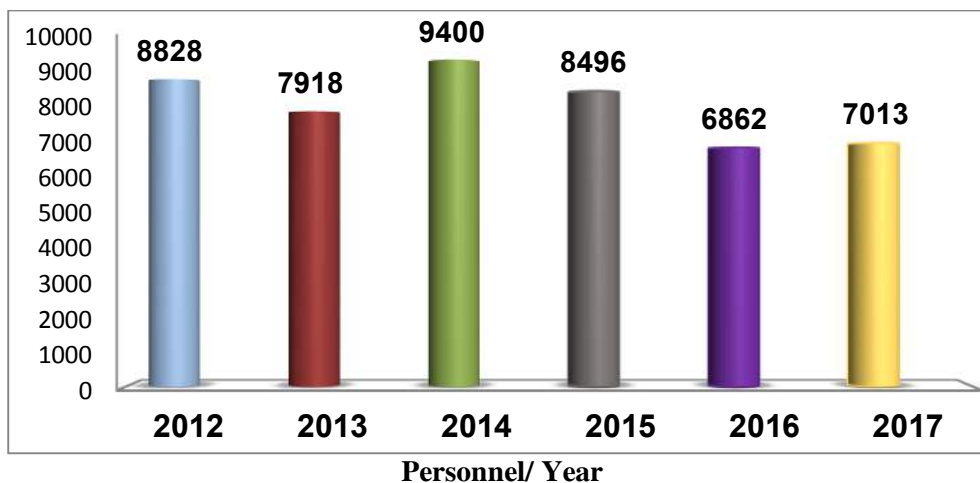
- a. UN is highly depended on its donor countries for conducting its operations. The budgetary obligations often pose limitations on effective functioning. The economic recession in the 90’s crippled the UN peace effort as financial contribution shrank significantly (Waldheim, 1980).
- b. A 15 member Security Council holds the power to sanction a resolution where five member holds the veto power. UN gets delayed in formulating appropriate response to a crisis due to the bureaucracy (Waldheim, 1980).
- c. The global geo-political context and super powers role often follows the national interest and alliances. Use of veto power further limits the UN effectiveness in maintaining global peace (Charles W. Kegley jr, 1994).
- d. The UN does not possess any military capability or designated force. It has to depend on TCC for deploying PKO to contain violence.
- e. The present landscape of PKO featuring absence of credible political and government structure, terrorist attacks, weapons proliferation, drug smuggling and other related criminal activities (Meduna, Retrieved on 2017) often demands PKO to be deployed without consent of host country and use of force to cease brutal interstate or intrastate hostility.

f. Balancing both political and military approach and maintaining momentum putting more reliance on the former. As such, Peace operations struggles two maintain 'do no harm' and 'do good' (Max G.Manwaring, 1998).

Bangladesh Armed Forces in Blue Helmet

Bangladesh Army started its UN peacekeeping journey by participating (15 observers) in UN Iran-Iraq Military Observation Group (UNIIMOG) mission (AFD, Bangladesh Armed Forces Division, Retrieved on , 2017) in 1988. Since then it has earned a respectable image in the field of peacekeeping in world stage. Bangladesh's performance is echoed in its troop contribution in UN PKO (as given at Figure-1). Bangladesh Armed Forces has participated in 54 peacekeeping out of total 56 UN PKO missions in 40 countries. (AFD, Bangladesh Armed Forces Division, Retrieved on , 2017) . On this journey, Bangladesh lost her 132 brave sons in the line of duty to perform the noble peace keeping task. As such, Bangladesh emerged as one of the key members of UN PKO. Bangladesh is deploying female peace keepers from Armed forces and police in numbers in light to the UN gender balance vision (as given at Figure 1)

Figure – 1: Yearly Contribution of Bangladesh in UNPKO



Source: [www.un.org\(peacekeeping.un.org.\)](http://www.un.org(peacekeeping.un.org.)), Retrieved on 2017

Figure – 2: Female Peacekeeping Participation in UNPKO

Service/Organization	Participated	Currently Deployed
Armed Forces	297	57
Police	1109	77
Total	1406	134

Source: Armed Forces Division Headquarters (AFD), Bangladesh Armed Forces Division, Retrieved on 2017

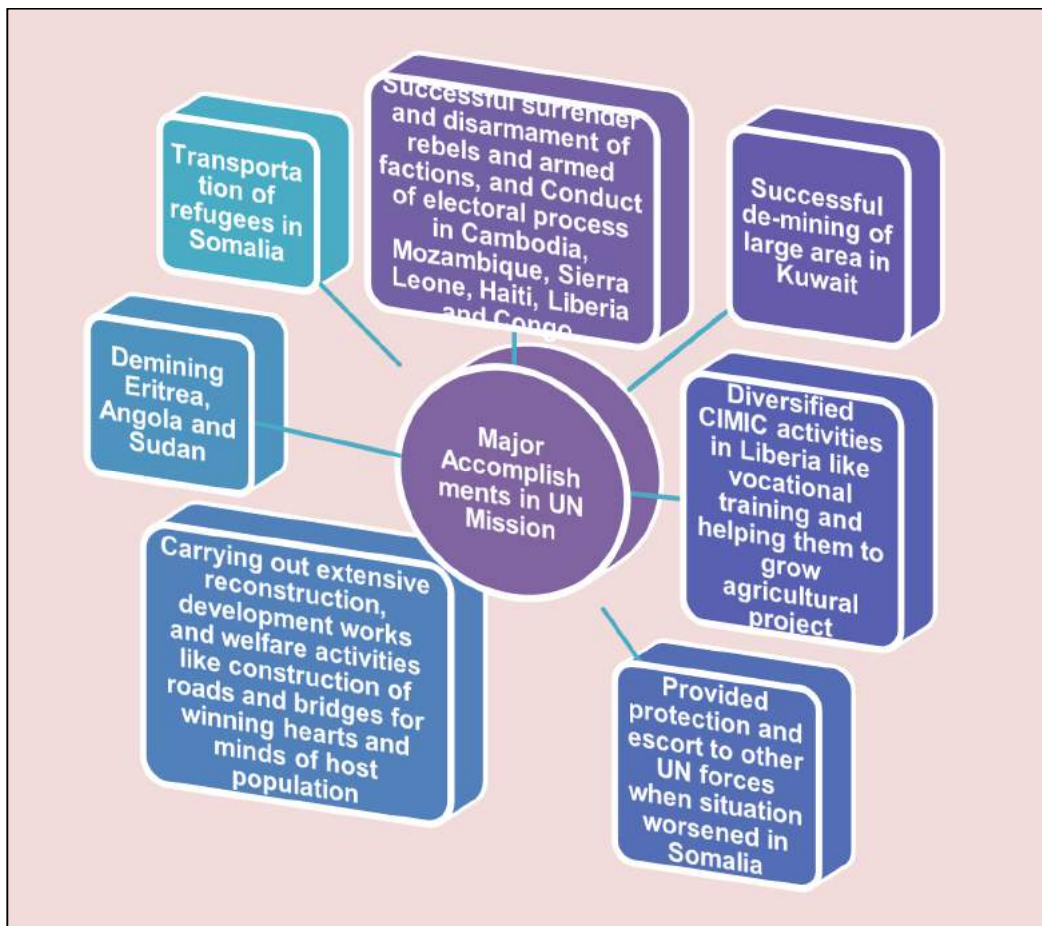
a. Challenges Experienced in UN Mission

- (1) Rise of ethnicity and intra state nature of conflict featuring asymmetric and unconventional threats are the newer dynamics of security environment of mission area. The Complexity of situation varied from the training and preparation.
- (2) Battle worthiness of troops under chapter VII was tested in few occasions.
- (3) Protection of Civilian (POC) is a high priority task and demands quick reaction capability. Mobility, communication and equipment are death defying requirements in the deadly missions (Mali, CAR) (Sieff, Retrieved on 2017) .
- (4) Language is an important aspect for image building, negotiation and creating rapport with the mass people of the host nations (Interview Lieutenant General Mahfuzur Rahman, 2017).
- (5) Bangladesh force in MINUSCA is tasked to secure 610 km area and responsible for POC. The undefined area of operations as a challenge in mission area.
- (6) UN PKOs are deployed in remote landscapes mostly.
- (7) Hostility of locals was a concern.
- (8) To perform the mandated task shortage of equipment brought fatal consequences in Mali.
- (9) Peace keeping under chapter VII is more robust and multidimensional. Under aforementioned constrained accomplishment of mandated task often exceeds the capability margin.
- (10) Growing asymmetric threat and intra state nature of conflict where violent non state actors are operating often requires use of force at substantial level.
- (11) Lack of boldness by the command resulted in abandonment of camp and failure to react in a crisis moment in Ivory Coast and Rwanda.
- (12) Assign responsibility often failed to confer with the availability of troops.

Major Accomplishments in UN Mission

The accomplishments of Bangladeshi Peace are summarized in figure 3 (AFD, Bangladesh Armed Forces Division, Retrieved on 2017).

Figure 3: Major Achievements of Bangladesh in UN

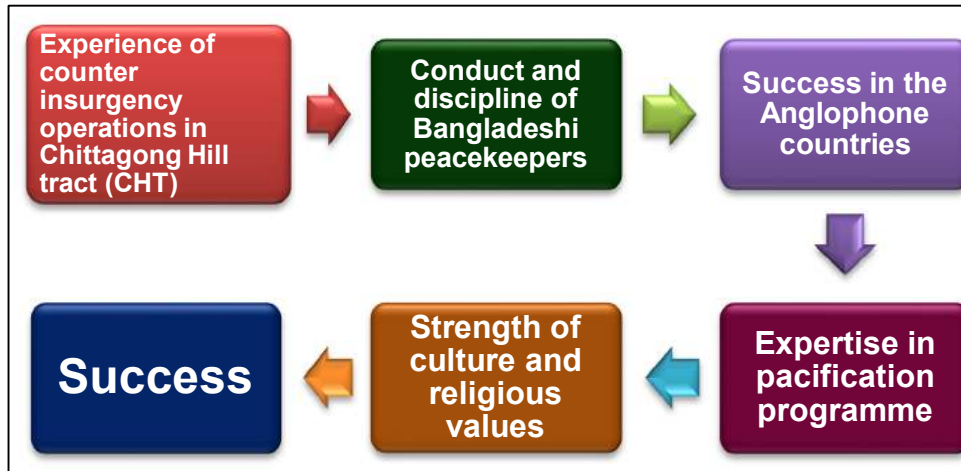


Source: Armed Forces Division (AFD) Headquarters, Bangladesh Armed Forces Division, Retrieved on 2017

Reasons for Success of the Bangladesh Peacekeepers

Bangladesh Forces successfully established a strong reputation in the field of peace keeping over the years with hard work, strong determination, commitment, impartiality, professionalism and human attitude which summarized as given in the Figure-4 below:

Figure 4: Analysis on Peace Keeping Success



Source: Presentation on UN peacekeeping, Armed Forces Division (AFD) Headquarters, Bangladesh Armed Forces Division, Retrieved on 2017

CHALLENGES FOR BANGLADESH PEACE KEEPERS IN THE CONTEXT OF CONTEMPORARY PEACE KEEPING

General

UN initially started with traditional monitoring of peace agreements and maintain peace. To cope with the changing global security environment, chapter VI of the UN charter was replaced chapter VII. Multidimensional and hybrid pattern of PKO were deployed in accordance with the global security settings. It is evident that our peace keeper are working relentlessly for global peace. Our peace keepers earned lot of credential in the field of UN PKO even working under many constraints.

Current Engagement of Bangladesh Armed Forces under Blue Helmet

Bangladesh Army contingents are deployed in Mali, Central Africa, Sudan, and DRC. Bangladesh Naval ships and water crafts are sailing in UNIFIL (Lebanon) and UNMISS (South Sudan)(navy.mil.bd, navy.mil.bd, Retrieved on 2017). The Bangladesh Air Force (BAF) helicopters and fixed wing aircraft is engaged in MONUSCO (DR Congo) and MINUSTAH (Haiti) (baf.mil.bd, Bangladesh Air Force, Retrieved on 2017). A large number of officers from BD Armed Forces are also working in UNDPKO as well (AFD, Bangladesh Armed Forces Division, Retrieved on 2017).

Analysis on UNPKO Performance of Bangladesh Armed Forces

Bangladesh's peacekeepers with sincere dedication, discipline and hard work; have proved their credibility in global peacekeeping (AFD, Bangladesh Armed Forces Division, Retrieved on 2017).

Bangladesh is presently deployed in most deadly UN PKO in Mali, Central Africa, Sudan and DRC under chapter VII.

These missions are deployed to prevent the outbreak of conflict or the spill-over of conflict across borders and create an environment for an inclusive lasting peace agreement.

The mandates get wider with the task of DDR, Mine clearing; Security sector reform and other related activities; Protection and promotion of human rights; Electoral assistance; Support to establish State authority; social and economic development assistance.

Challenges Encountered by Bangladesh Peacekeepers in the contemporary UNPKO

Bangladeshi peace keepers came across certain challenges while discharging PKO :

- a. As per the survey most of the respondent agreed that Bangladesh contingents are facing difficulty to perform as high ambitious mission mandate lacks resource.
- b. Needs to operate in a more complex environments that feature's asymmetric and unconventional threats.
- c. Combat intelligence collection capability (Human & Technology).
- d. Absence of a clearly identifiable parties to the conflict or a viable political process, where there is No Peace to Keep situation UNPKO are authorized.
- e. Bangladesh peacekeepers needs greater operational capability to deliver on complex mandates in extremely difficult security situation.
- f. The assigned area of operation is vast and troops are dispersed. Introduction of new technologies – Unmanned Aerial System (UAS) is call of the time which also seeks efficiency in handling.
- g. Constant suicidal attacks & IEDs threat is a regular experience of Bangladeshi peace keepers in Mali and Central Africa. Bangladesh need to deploy counter measures for the protection of force.
- h. Bangladesh contingents are carrying out PKO under robust 'Rules of Engagement (ROE)'. ROE under chapter VII often lacks clarity.
- j. Engagement of parallel forces in counter-terrorism operations (MALI & CAR) and difficult to differentiate the mandate.
- k. UNPKOs are deployed in a hostile Psychological setup and robustness to engage and win a fire fight.

- l. Protection against SEA.
- m. Engagement beyond MOU and SUR.
- n. Marginal protection to peacekeepers and blue beret is often targeted .Survey result is shown in figure 3.13.
- p. Most of the missions are deployed in Franco phone countries and Language barrier remains as a challenge for Bangladesh forces in negotiation and mediation.
- q. UN is giving priority in gender stream lining and expected to raise the participation of female peacekeepers. Participation of more number of female peacekeepers and integrating them into operational outfits is a challenge
- r. Physical operational environment is quite remote and hazardous coupled with under developed infrastructure of host nation's puts constraint on peace keeping assignments.

CONTEMPORARY CHALLENGES OF UN PEACEKEEPING OPERATIONS

General

In the recent years, the UN has undergone profound changes to address the challenges of the 21st century. The future peace operations are likely to be robust and multi-dimensional under complex operational settings.

Contemporary Challenges of UN

In the changed, geo political and security scenario it is extremely challenging for UN to achieve its founding mandate (SENGUPTA, 2017) . UN response often gets delayed due to use of veto power by permanent members biased with political equation and own underlying interests. (Interview Lieutenant General Mahfuzur Rahman, 2017). (Osmançavuşoğlu, 2017). Significant challenges of UN is given below:

- a. Financial and logistical support of United States and its allies are crucial to perform its tasks. The donor countries are reluctant to provide essential budgetary assistance to carryout mandated tasks (Interview Colonel Mostafiz, 2017).
- b. Intra-state conflicts, proliferation of arms, surge of ethnic violence and growing participation of non-state actors changed the international security context (Brahimi, Retrieved on 2017; HIPPO UN, www.un.org, Retrieved on, 2017). Asymmetric threat, terrorism and varied unconventional threat made peace keeping a complex affair (Osmançavuşoğlu, 2017; Interview Colonel Mostafiz, 2017)
- c. The peace keeping missions are increasingly deployed in a situation where virtually no peace exists (Brahimi, Retrieved on 2017). The mission lacks consent of the host nation which is a deviation from basic principles (Guidelines, 2017). Appropriate Intelligence collection setup, surveillance, use of technology and modern military gadgets are the challenge of present security setting (HIPPO UN, www.un.org, Retrieved on, 2017).

- d. What is being asked and ability to deliver made the mandates complex. Operational capability and support system stretched to extreme margin under adverse operating environment (HIPPO UN, www.un.org, Retrieved on , 2017).
- e. No permanent force, resource constraint and structural weakness reduced the ability of UN to deploy a peace mission quickly (Brahimi, Retrieved on 2017).
- f. Bureaucracy in the system and weakness to steer mediation and political to conflict resolution (HIPPO UN, www.un.org, Retrieved on , 2017). Multinational peace operations pose challenge to maintain uniformity in quality, interoperability, working under unified command (Interview Colonel Mostafiz, 2017).
- g. Compatibility with regional organizations, mission leadership, Gender issue, language, sexual abuse, efficient staff and logistics (HIPPO UN, www.un.org, Retrieved on, 2017) (Brahimi, Retrieved on 2017).

Suggested Reforms of UN

To address the current and emerging challenges of UNPKO, DPKO and DFS took some reform strategies over the period of time. The significant propositions are highlighted below:

- a.. Political process to work in parallel to military component and high reliance to be given on the former for preventing conflict. Mandates to be on more clear terms attainable and context oriented.
- b. Use of Force should be well defined and Protection of Civilian should be of high priority.
- c. Force generation process should be capable of rapid deployment with essential capabilities and to be able to meet the expectation. Quality force generation through UN Peace Keeping Capability System (PCRC), UN Special Operation Force unit (UN Peace Keeping Missions Military Special Forces Manual, 2017).
- d. Leadership, command and control, use technology, intelligence and surveillance capability, capability to mitigate asymmetric threat deploying modern gadgets. PKO to be able to hold the hard earned peace.
- e. Reforms concerning peace Women, Peace and Security talked about abuse and violence against women and child to be dealt seriously (Clingendael Report, 2017) (Interview Colonel Mostafiz, 2017).

CHALLENGES AND PREFERRED OPTIONS FOR BANGLADESH ARMED FORCES

General

In the changed geo political settings UN suffered numerous setbacks which eroded its credibility. The organization felt the need for a change. UN took initiatives to identify its priorities, critical requirements and challenges to shape the future approach to conduct

PKO. Bangladesh is a credible stake holder in the field of peace keeping. The changed security environment and changing trend of UNPKO is our point of concern.

Perceived Future Challenges of UNPKO

The future challenges are:

- a. The future world order is likely to be influenced by the interests of super powers. Security Council will be in a typical position to function and to mitigate budgetary solvency.
- b. The rise of ethnic violence, intrastate conflict, influence of non-state actor the dynamics of world security would be fragile.
- c. The world peace is likely to be challenged by terrorism and violence against humanity. To save lives UN is likely to operate under robust ROE.
- d. To meet the capability requirement with limited budget regional partnership and quality not quantity is likely to top the list.
- e. Robust Peacekeeping, Force protection will be a challenge and specialized forces, vast use of technology will come into play to do more with less. Intelligence, capacity building and committed to UNPCRS and to attain RDL will be challenging. Involvement of Regional and Other Actors is likely to be more in this context. Language Barrier and participation of female Peacekeeping is UNs concern of tomorrow. Sexual abuse and violence is a major concern of UN.

Possible Future Challenges for Bangladesh in Future UNPKO

Bangladesh Armed forces future peace keeping assignments will be more challenging:

- a. Adverse physical operational environment and complex security environment featuring asymmetric threats like: improvised explosive device (IED) and suicide bombing, violent and well trained non-state actor are the likely future context of PKO. The robust UNPKO with wider mandate will be very challenging for peace keepers. Bold leadership will be a requirement as the PKO will be operated under a limiting ROE and shallow guidance on use force. Thus, Protection of Civilian (POC) will be critical factor as the blue flag is no more protection of the peace keepers.
- b. Above discussion, gives the insight that certain capability requirement would be essential for Bangladesh Contingents to operate. The challenge would be to have integral intelligence and information collection means with the contingents. This will help the contingents to engage effectively. The nature of threat also demands use of modern equipment, gadgets and sophisticated technology with required efficiency to handle those.
- c. The preceding challenges entails that conducting special operations will be a task in future for Bangladesh forces.

- d. African Union and many developed nations are pledging to deploy force under blue flag which will make peace keeping very competitive. It will be pose challenge to our peace keeping performance. To fulfill the requirement and remaining Committed to UNPCRS and achieving Rapid Deployment Level (RDL) capability will also be a challenging ask.
- e. The Language will remain as a challenge for effective negotiation, rapport and mediation as UNPKO are deployed mostly in francophone countries. As per the UN requirement deploying Female peacekeeper is a challenge.

How Best Bangladesh Armed Forces can address the Future Challenges

Bangladesh Armed Forces should focus:

- a. The troop's selection should be on the basis of quality not quantity. A bold psychological mind-set and modern equipment to carryout active operation will enable our troops to respond in a fire fight appropriately (Interview Lieutenant General Mahfuzur Rahman, 2017).
- b. The adverse physical operational environment and complex security setting featuring asymmetric threats like: IED/ Mine protected vehicle to counter IED requires certain capability. To accomplish the mandated task, provisioning of modern surveillance and communication is necessary to undertake PKO in a no peace to keep situation. Greater mobility and capability to conduct special operation is a must where terrorism and unconventional threat exists.
- c. Bangladesh Armed Forces members should be trained on special operations, with handling of modern technology. Basic language training should be a priority to enhance the negotiation, mediation and liaison capability. Training on adaptation of physical operational environment through collective exercise will enhance the performance. Leadership training to prepare officers and men to undertake robust peace keeping with a clear understanding on ROE and use of force. A comprehensive training on protection of civilian and awareness on Counter Improvised Explosive Device is a critical priority.
- d. Basing on security environment and tasks, the capability requirement to perform mandated task is different. Bangladesh Armed Forces should identify those mission specific critical capability requirement to remain ahead from others.
- e. Bangladesh Armed Forces needs to address the UN critical requirements concerning more female participation in peacekeeping and awareness against SEA.

CONCLUSION

In the last six and a half decades UNPKO have undergone a series of transformations from their original nature and purposes to coup up with the changing nature of the security environment. To be more dynamic UN has brought changes in its operational

modalities. Alongside traditional PKOs, UN deployed other missions in contexts where there is little or no peace to keep, and in which peacekeepers are targeted and confronted with widespread violence. Security environment of operational areas of UNPKOs has undergone rapid changes making it multidimensional, fluid and complex.

With the change of generations and environment of PKO around the world, it is found that UN at present is facing number of challenges in establishing peace. To mitigate the challenges UN has set some critical capability requirement. UNPCRS is such a step that UN had taken recently to address and overcome those challenges in peacekeeping. Aim of PCRS is to establish a more dynamic process of interaction between UNHQ and MS for ensuring readiness and timely deployment of quality peacekeeping capabilities.

Changing nature of threat compelled UN to bring agility and robustness in its operational procedures. It is also trying to incorporate modern equipments gadgets and technology to facilitate intelligence gathering and decision making process. For the smooth provisioning of logistics in the changed environment, UN is also looking for more enhanced critical enabling units. As the protection of civilian remains all time priority of UN, it is found that proficiency in local language and interaction with distressed women by UN personnel are equally important. Deployment within a short notice can prevent serious losses. Changed environment also demand capacity building training with adherence to SEA.

Bangladesh through its three decades (from 1988) of journey had earned enormous glory in the field of establishing peace across the world. By contributing almost 1,50,000(approximately) peacekeepers in this period of time earned credibility amongst the MS. Through the strict discipline, hard work, dedication and adherence to the mandated task of UN, Bangladesh topped the list of TCCs for quite a long time. The supreme sacrifice by the 130 brave soul of this soil in countries thousands of miles away from the motherland surely reflects the level of urge to contribute for the world peace. The flag that is hoisted so high by the predecessor is now time to carry it further forward. To do so, Bangladesh Armed Forces should continuously monitor the requirement of UN in the field of peacekeeping missions and prepare itself to respond promptly to any call from UN.

RECOMMENDATIONS

Basing on the findings of the research following are recommended:

- a. More representation in UN HQ to be pursued extensively.
- b. Special Operations, Counter IED, Language training on French may be planned. Language training may be planned during the deployment of contingents in the mission area. Collective exercise may be planned to enhance operational capability.

- c. Bangladesh Armed Forces should continuously monitor the changed requirement of UN and identify the mission specific gaps. This will assist in planning for future pledge and contribute more in the world peace. Modern weapon system and counter terrorism equipment to be integrated in armed forces inventory.
- d. Rapid deployment capability should be achieved through UNPCRS to response at the earliest to any UN offer.
- e. Intelligence collection means and high-end advanced surveillance means to be introduced.
- f. Special Operations, Counter IED, Language training on French may be planned. Language training may be planned during the deployment of contingents in the mission area. Collective exercise may be planned to enhance operational capability.
- g. A partnership procurement system may be considered between UN and Bangladesh to procure the major equipment like UAV, MRAP, helicopter and other platforms.
- h. There is a need to maintain constant affiliation by BIPSOT with different training institutions, organizations, partners of the world to seek training assistance to further enhance the knowledge and capabilities of our peacekeepers and training institutes.
- j. Since UN is committed to ensure 50/50 gender balance within its org, service headquarters to train and prepare female members to take part in UN PKO with the contingents where there is a dire need of female members to handle POC. To do that, BD Army may even think for sending female ansar with infantry to fulfill the UN requirement.
- k. Make expert on spec msn by sending same officer in same mission in subsequent appointment upon promotion. Selection procedure for officer and men should be upon professionalism. The UN mission should not be a welfare rather right people with the right skills to be selected by the service headquarters.
- l. The non-committal attitude should be changed. Bangladesh Army should have mechanism to judge SO/MLO activities /performance in msn.

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Major Ashiqur Rahman, Infantry was commissioned from Bangladesh Military Academy on 24 December 2003 with 49th BMA Long Course. His military career includes service in one infantry battalion, one Special Forces battalion in all possible regimental appointments, Deputy Assistant Adjutant and Quarter Master General (DAA&QMG) in an Infantry Division Headquarters, General Staff Officer-2 (Coordination) to Commandant, Defence Services Command and Staff College.

Besides mandatory courses, he attended Army Junior Command and Staff Course in 2006. He served as a contingent member at United Nations Organization Mission in Democratic Republic of Congo (MONUSCO) in the year 2011-2012. He is married and blessed with a daughter and a son.

INTERNET AS A TOOL TO ENHANCE PROFESSIONAL COMPETENCY OF INFANTRY SOLDIERS

Major Mahadi Hasan Rasel, BSP, Infantry

ABSTRACT

Internet is the best means to connect people globally and it carries an extensive range of information, knowledge based resources and many other utility services to the users. Due to advancement of technology, socio-economic changes, and availability of modern gadgets, internet access has spread over every sphere of life in Bangladesh. Soldiers, the key constituents of Bangladesh army, are also extensively exposed to this vast world of information technology. They mostly use these facilities for recreational purpose and spend much of their valuable time which is otherwise diverting them from professionalism. However, if applied positively, soldiers' instinct of using modern gadgets and internet facilities is likely to develop their professional skills. At this backdrop, this research seeks to examine internet as a tool to enhance professional competency of infantry soldiers. The researcher approached the problem through a mixed method of qualitative and quantitative analysis involving tools such as survey, expert's interview, focus group discussion, document study, content analysis and researcher's own experience. At the very outset, the present trend of internet use by the soldiers of infantry units and its effects on their profession was analyzed. Thereafter, the researcher attempted to determine various positive aspects of internet facilities available for the soldiers to explore. In addition, the researcher also studied the methods of integrating these facilities within the soldiers' way of life including few challenges. Finally, the correlation between the positive aspects of internet and professional competency was investigated focusing on few important contributing factors. Thus the researcher validated the hypothesis: "Positive use of internet facilities contributes in enhancing professional competency of soldiers in infantry units." At the end, the paper suggested few recommendations which need to be implemented to get the desired outcome.

INTRODUCTION

Internet is the best means to connect people globally. It carries an extensive range of information, knowledge based resources and other services to the users. It is widely used for communication, knowledge sharing, social networking, entertainment, electronic business, telecommuting, crowdsourcing, collaborative publishing etcetera throughout the globe. Since inception, internet played vital role in developing professional outfit of various institutions and organizations in Bangladesh. Bangladesh Army is not an exception and also took full advantage of these facilities in manifold.

Besides numerous advantages, internet has number of negative effects on social life. Soldiers' exposure to internet facilities is a relatively new phenomenon in Bangladesh Army. Because of its adverse impacts and lack of adequate user knowledge, soldiers' exposure to this facilities creates inconvenience in following customary military way of life. Considering this fact, access to modern gadgets and internet facilities by military persons is regulated through social media policy of Bangladesh Army (Military Intelligence Directorate, 2015). Use of modern gadgets and internet facilities are considered as one of the leading influencing elements for declining professionalism of military outfit. Again, due to advancement of technology, socio-economic changes and availability of modern gadgets, soldiers' access to internet facilities cannot be denied by regulations and motivations (86 Signal Brigade, 2016). However, if applied positively, soldiers' instinct of using modern gadgets and internet facilities is likely to develop their professional skills. When negative impacts are widely discussed, the probable positive role of internet has mostly been ignored which demands a thorough investigation.

On this backdrop, initially this paper identifies the present trend of using internet by the soldiers of infantry units and its effect on their professionalism. Subsequently, it determines the positive aspects of various internet applications and ways to integrate those in the professional development cycle of the infantry soldiers. Finally, the paper evaluates the correlation between positive use of internet and professional development of infantry soldiers.

AIM

The aim of the paper is to identify the probable options to enhance professional competency of soldiers of infantry units through positive and appropriate use of internet.

PRESENT TREND OF USING INTERNET BY INFANTRY SOLDIERS AND ITS EFFECTS ON THEIR PROFESSIONALISM

Present Trend of Internet Use by Infantry Soldiers

Soldiers' Access to Internet

Internet is widely used by the soldiers of Bangladesh Army at present day and rate of use are also increasing rapidly. According to AHQ Project Study conducted in 2016, 46% of the soldiers use internet and out of which 36% use internet through smart phone (86 Signal Brigade, 2016). Further survey was carried out and result shows that at present almost 82.2% of the soldiers of infantry units use internet and most of them are in possession of necessary device for using internet.

Means of Internet Access. Soldiers prefer to browse through smart phones due to the availability and cheap price of smart phones and internet packages offered by various

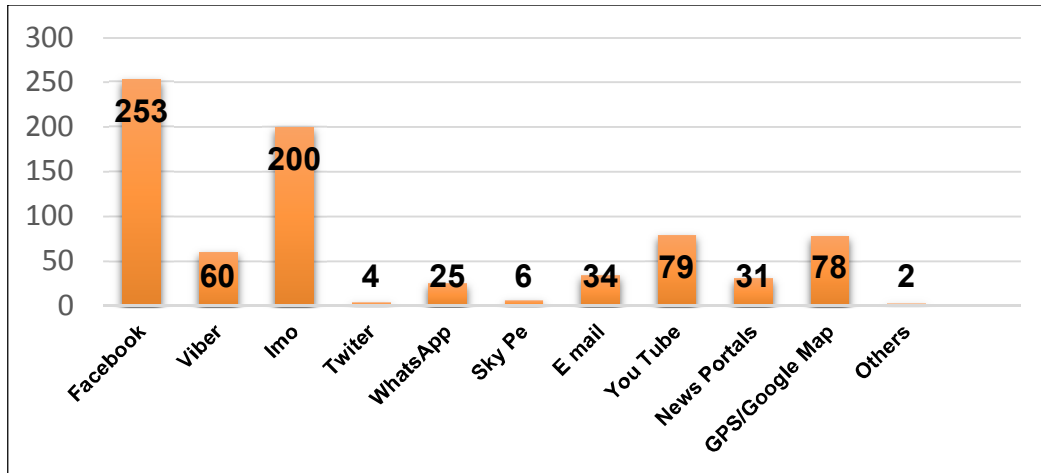
operators'. Soldiers staying in the barrack normally do not keep personal computers/laptops with them, but 1.7% of the soldiers use personal computers for browsing internet. Soldiers who work in the office sometimes get the scope of using internet in the official computer (Chowdhury, 2016).

Pattern of Internet Usages by the Soldiers

Time Spent for Browsing Internet. Almost 58% of the soldiers who uses internet, browses internet every day. Normally, they spend between 1 to 4 hours in a day for browsing internet.

Applications and Facilities Used by the Soldiers. Soldiers browse variety of applications in internet. Most of the soldiers spend good amount of time in browsing social media, emails and various news portals. Statistics based on the survey is shown at figure 1:

Figure 1: Internet Applications Used By the Soldiers

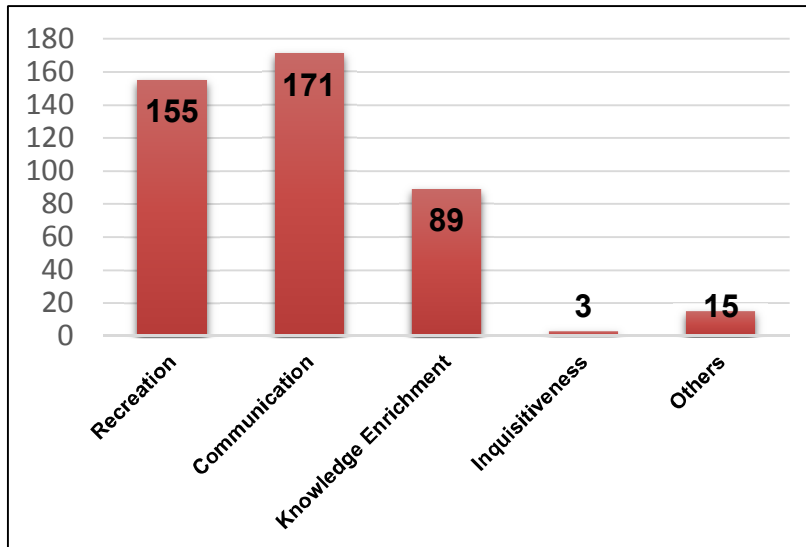


Source: Survey Result

Browsing Internet during Duty/Official Commitment. Soldiers mostly use internet/Social media at night and after launch. Apart from that other break time or period without activities are also utilized to have a look on various social media (Chowdhury, 2016).

Purpose of Internet Use by the Soldiers. Internet is a very popular means of maintaining communication family members, relatives and friends. Infantry soldiers mostly use internet for recreation and communication purpose. However, few of the soldiers browse internet for knowledge enrichments and inquisitiveness. Statistics based on the survey is shown at Figure 2:

Figure 2: Purpose of Browsing Internet by the Infantry Soldiers



Source: Survey Result

Restrictions on Using Internet. Use of internet and social media is regulated through social media policy of Bangladesh Army (Military Intelligence Directorate, 2015). According to the survey soldiers are discouraged to use internet on certain of aspects like using internet during official commitment/duty, posting any events/photographs related to military activities in internet, putting comment or like without any prior knowledge.

Effects of Using Internet on Soldiers' Professionalism

The extensive use of internet has both positive and negative effects on soldiers' professionalism. Approximately 69% officers agreed that internet has direct impacts on their personal and professional life, but, almost 74% soldiers does not agree with the fact. The negative/adverse impacts are discussed in subsequent paragraphs.

Waning of Self-Development. Now-a-days soldiers are browsing internet spending most of their leisure time, evening time, and personal time. Even soldiers browse internet at late night. Spending so much of time actually reduces soldiers' effective time for self-development. They cannot utilize their personal time for study and thereby losing the opportunity for self-development.

Downtrend of Military Traditions and Values. Extensive use of internet by the infantry soldiers has tremendous adverse impacts of military traditions and values. It shifts the motivation and focus of bulk of the soldiers. Through internet soldiers are exposed to violence, crime and obscenity happening in the society which causes morale

degradation of the soldiers (Chowdhury, 2016). Morale degradation, shift in the motivation and the focus and reduced loyalty level altogether contribute to the downtrend of military traditions and values.

Declining Inter-personal Relationship. One of the major challenges of Internet is that it reduces the interpersonal bonding. It changes the way of communication; rather than physical interaction now-a-days soldiers prefer message or email communication which is faster than physical interaction. Thereby, communication has increased but inter-personal bonding and relationship between soldiers has reduced (86 Signal Brigade, 2016).

Involvement in Fraudulent/ Criminal/Illegal Activities. Availability of modern gadgets and easy access to internet has created enormous scope for the soldiers to get involved into fraudulent, criminal and illegal activities. Adjutant General of Bangladesh Army expressed during an interview that number of incidents related to cyber-crime and fraudulent activities using internet have been increased in recent past. In many cases, soldiers get trapped by unknown people due to their lack of knowledge on modern gadgets and internet facilities.

Increasing Stress. Excessive internet use aids in obesity, lack of sleep, eye blurring, depression, and negative repercussions including social isolation, lying, low achievement and fatigue (86 Signal Brigade, 2016). Extensive use of internet at leisure time reduces the rest time of the soldiers and they are likely to suffer from mental anxiety which increases stress.

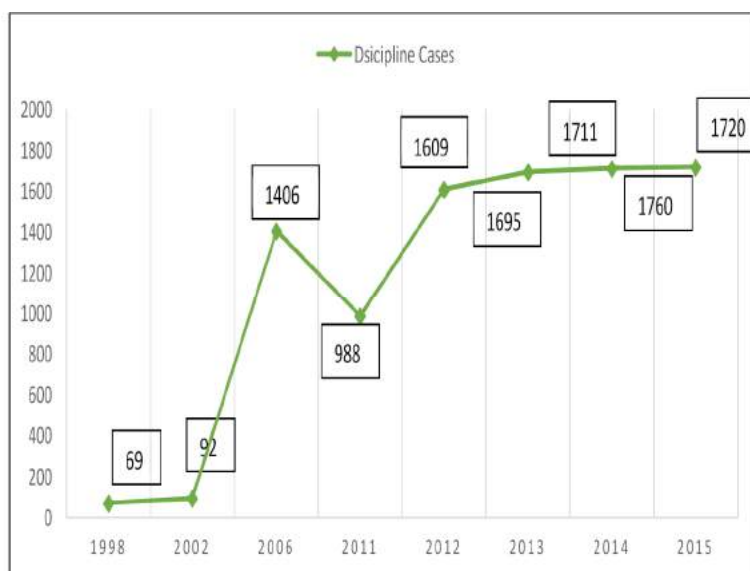
Increased Materialism. Internet especially social media virtually opened a materialistic and colorful outside world in front of soldiers. Soldiers have now scope to compare the lifestyle with their counterparts outside; thereby, they have a growing tendency of getting involved for secondary source of income which ultimately divert them from military professionalism.

Long Term Impacts on Organization. Internet has long term impacts on military organization. New generation soldiers are now more equipped with knowledge in technology creating a challenging command relationship at each tier in the unit. Soldiers reduced loyalty level and changed attitude towards the profession due to extensive use of internet is likely to create a big shift in organizational behavior.

Decay of esprit-de-Corps/Team Spirit. Use of internet and social media is one of the root causes of reduced spirit-de-corps and team spirit among the soldiers. Soldiers are spending much of their leisure time in internet and becoming self-centered which is reducing the cohesion amongst them (Chowdhury, 2016). They are spending less time in unit recreation room which plays major role in decaying spirit-de-corps/team spirit of an infantry battalion.

Declining Military Discipline. Soldiers' exposure to internet directly hampers military discipline. It allures an individual to focus more on virtual world which diverts his concentration from military discipline and bearing (Chowdhury, 2016). The following graph shows the rise of disciplinary cases in recent years due to extensive use of internet:

Figure 3: Graph Of Disciplinary Cases In Recent Years



Source: Collected from AHQ, PS Directorate, Data of Last 18 years Punishments in BD Army, June 2017.

POSITIVE ASPECTS OF USING INTERNET BY INFANTRY SOLDIERS AND METHODS OF INTEGRATING THESE ASPECTS

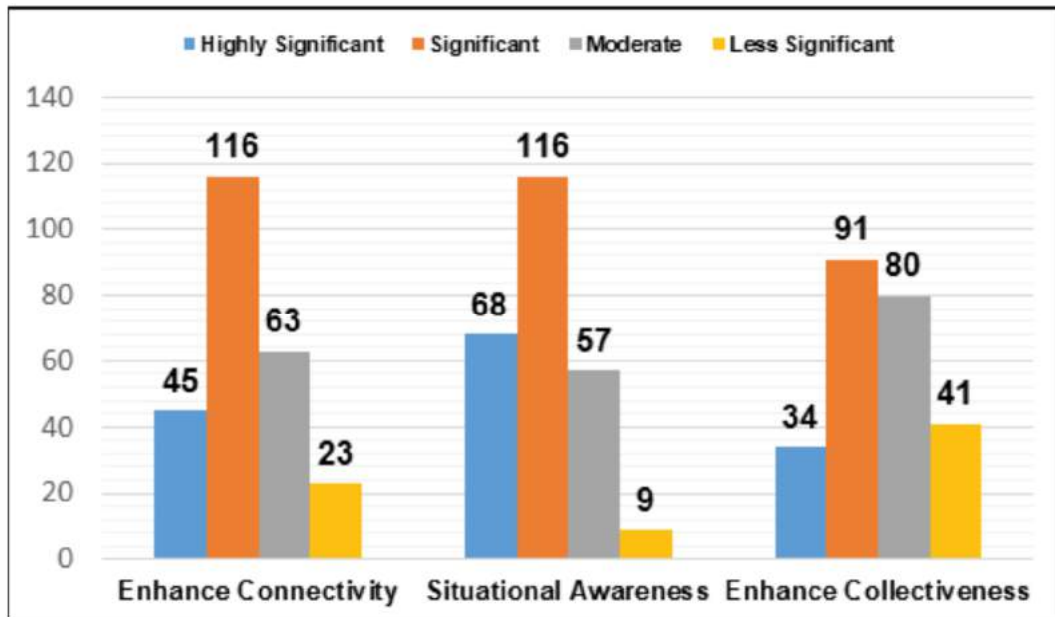
Positive Aspects of various Internet Applications Used by Infantry Soldiers

Modern gadgets and internet facilities have opened enormous opportunities for rapid and systematic development of various institutions and organizations. Despite numerous adverse impacts on the soldiers' professionalism, internet has variety of positive aspects too. Soldiers are exposed to various tools and applications of internet. These tools and applications have innumerable positive usages which can be exploited by the soldiers.

Social Media and Various Communication Applications. Facebook is the most popular social media platform among the soldiers. Other social media and communication applications mostly used by the soldiers are mainly Imo, Viber, WhatsApp, Skype, Messengers, Twitter etcetera. These applications assist soldiers in maintaining better communication with family and friends. Social media is the preferred

option for sharing pictures and making video calls which enables a soldier to remain in close touch while leading detached family life due to professional requirements. Some HQs and establishments have already adopted social media like Viber to communicate and disseminate information within closed group. Social media assists soldiers to remain updated with the happenings around the globe and enhance general awareness and intellectual horizon (Logistic Area, 2017). Recently, Bangladesh Army opened official Facebook page for publishing important activities for all users (IT Directorate, 2017). Survey result is shown at Figure 4:

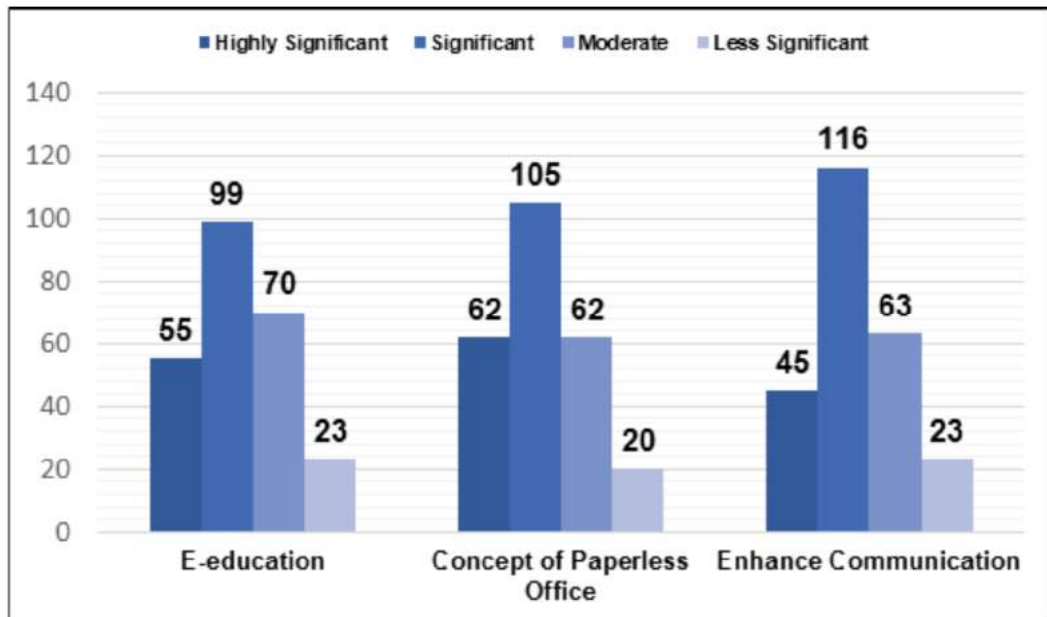
Figure 4: Significance of Various Positive Aspects of Social Media



Source: Survey Result

Email Communication. At present day context, email is one of the prime requirements of individual contact information. It mostly enhances one-to-one communication. As of now, it is one of the secured means of data sharing. Emails can be effectively utilized for official correspondence keeping the concept of paperless office in mind, e-education and conducting online courses. Survey result is shown at Figure 5:

Figure 5: Significance of Positive Aspects of Email Communication

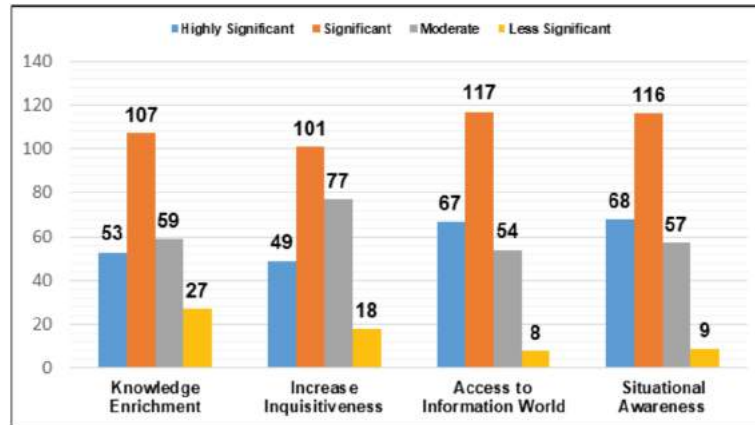


Source: Survey Result

You Tube and Other Video Applications. You Tube is the most favourite video application among the soldiers. Video applications give soldiers access to various documentaries related to military history, recent development of armaments, war movies, functional mechanism of various weapon system, vehicles and other military equipment which can effectively be utilized for knowledge enrichment and skill development. These applications also increase recreational facilities of soldiers through movies, music videos, and dramas etcetera. Cooks of infantry units can explore new recipes through You Tube videos and improve their standard.

Google, Wikipedia, News Portals and Similar Web sites. Google, Wikipedia, online new portals and similar web sites provide enough opportunities for the soldiers to know the development and modernization of armies around the globe, possible adversaries outfit, strengths, capabilities, limitations and technologies, and anything they want to know. These sites also increased inquisitiveness and gave soldiers access to information world. Online new portals can keep the soldiers updated about the happenings around the globe. Survey result is shown at Figure 6:

Figure 6: Significance of Positive Aspects of Google, Wikipedia, Online New Portals and Similar Web Sites

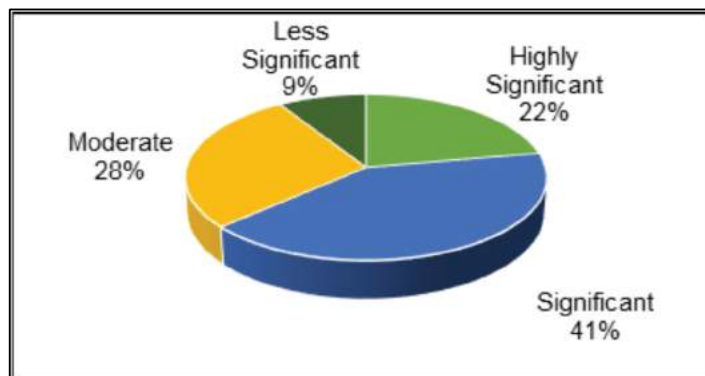


Source: Survey Result

GPS and Google Map. All the smart phones have integrated GPS, Google earth and google map which requires internet connection to access. Soldiers have keenness to use these facilities for personal purpose. Access to smart phone based GPS makes map reading and reconnaissance easy and interesting to the soldiers. During training exercises many soldiers consult google map before actual reconnaissance on ground.

Utility Applications. There are scopes of self-learning for the specialist persons through various tutorials like typing master, guide to prepare power point presentations and excel documents etcetera which increase the work efficiency of soldiers. Many officers of new generation use online calendars/organizer for organizing individual events and commitments. The survey result is shown at Figure 7:

Figure 7: Significance of Self-Learning and Increasing Work Efficiency through Utility Applications



Source: Survey Result

Military Version Applications. Most of military version applications of Bangladesh Army are physically separated from open network due to security concern. Many organizations including DSCSC are using Microsoft Outlook extensively for internal communication and correspondence which is accessible through open network and separated by internet protocol address and server. This allows better opportunities to implement the concept of paperless office and also contribute in developing e-education system within a specific group. If military version web portals for units can be prepared then maintaining data base, digital documentation including sheet roll, allotment and record of accommodation, pay management and issuing kit items will be easier. Besides, it may develop various mobile applications which will replace the soldiers' professional diary.

Methods of Integrating Positive Aspects of Internet within Infantry Soldiers' Way of Life

Positive aspects of internet facilities and modern gadgets must have to be integrated within infantry soldiers' routine affairs to get the desired output. Few methods identified in the process of research are discussed in subsequent paragraphs.

Training on IT. Maximum output for infantry soldiers from internet can be obtained if they are well conversant with IT. Keeping that in mind, basic training on IT has already been incorporated in the newly adopted recruit training system in Bangladesh Army. All other training institutions, formations and units must also focus on practical oriented training and motivation concerning use of IT and internet.

Using Internet Platform for Day-to Day Activities. Internet platform can be explored in smooth functioning of daily activities of infantry units by creating sub-unit wise groups in various applications like Viber, Whats App, email, and Imo etcetera. These sub-unit wise groups can be utilized for passing down regular orders, publishing duty lists, disseminating the amendments of orders in quickest possible time with minimum possible efforts. Internet platforms should be incorporated for daily unit activities as supplementary means, not as an alternative to traditional system.

Officers Role in Promoting Positive Use. CCs and junior officers of the unit may take initiative to share the links of interesting reading materials, documentaries related to military profession and history which are available in the open source internet with their under commands. These will definitely inspire the soldiers to spend more of their leisure time for enhancing professional knowledge. Soldiers may also be encouraged to search for various military drills and procedures in internet beyond the prescribed precis and pamphlets and discuss those during training classes.

Skill Development Activities. Skills and knowledge of specialist groups like support weapon specialists, military vehicle drivers, members of signal and pioneer platoon are normally confined to a single training pamphlet on the subject. If these group of people

are given with the access to internet and adequate guidance, they will be able to explore various technical data, mechanism, history, employment and problem solving techniques of their weapons and equipment. Again, once soldiers are given with the scope to use GPS and Google Map for the purpose of map reading and ground reconnaissance, then they get more interest in developing map reading skills.

Incorporating Microsoft Outlook at Unit Level. Microsoft outlook is one of the secured platform for internal communication and correspondence which can be accessed through internet connection. The system can be used through smart phones as well for the purpose of sharing various day-to-day instructions, training and pre-course materials, power point presentations on military topics, diagrams and animations of various battle drills and procedures and many other useful documents. Outlook calendar and task organizer will facilitate soldiers to get instant instructions and updates through their smart phones.

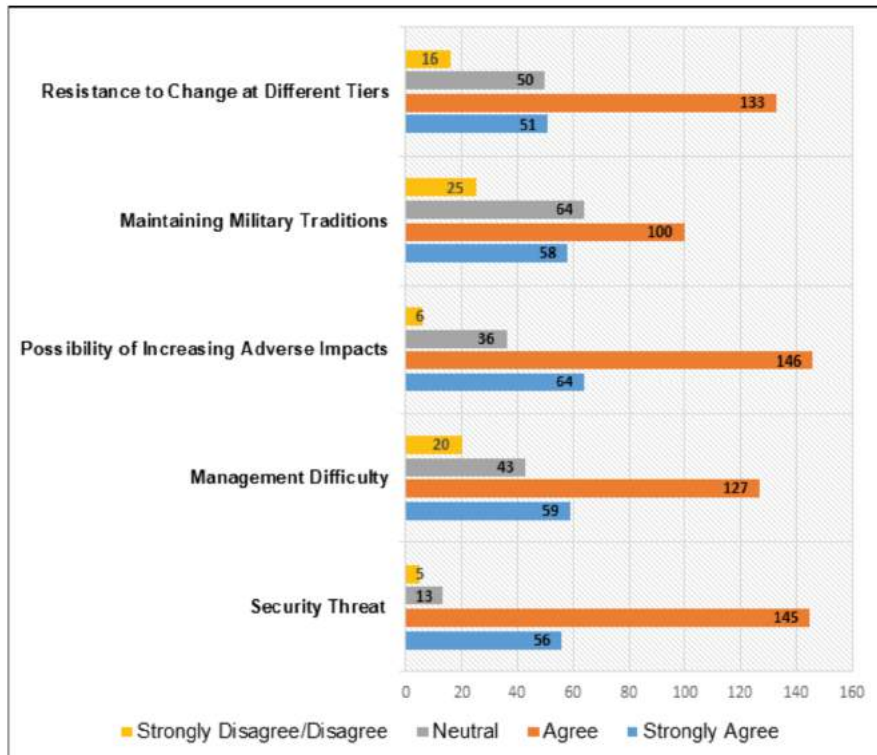
E-education and Online Courses. Many internet applications including emails, outlooks, and communication applications opened opportunities for e-education. Officers of Bangladesh Army are already undergoing few online courses. The system can also be incorporated for the soldiers that may also reduce the scarcity of manpower in the units.

Motivation. Motivation is one of the key factors to integrate the positive aspects of internet within soldiers' professional cycle. AG of Bangladesh Army expressed in an interview that a well-motivated soldier can extract maximum positive output from internet. Commanders at various levels must take appropriate steps to highlight the adverse impacts and positive aspects of internet with examples in front of their under commands. This will restrain the soldiers from abusing the internet facilities and encourage them to grasp the benefits.

Following Models of Different Armies. The advance armies tend to educate, motivate, sensitize their officers, soldiers and their families for more responsible use of social media without compromising operational or personal security, whereas, sub continental armies emphasize more on conservative measures like screening, control, enforcement of discipline, etcetera for ensuring appropriate use of social media (Logistic Area, 2017). Canadian Forces has the system of web based study package which can be accessed from open source internet by all ranks through individual service password. The method is very effective for conducting online courses and distant learning. Most of the armies around the world encourages their soldiers to remain updated on current affairs and to enhance professional knowledge through internet. Few of the armies (Philippines, Brazil etcetera) have separate applications including social media which allows the soldiers to interact and enhance inter-personal relations.

Major Challenges. Incorporating positive aspects of internet is a challenging task for Bangladesh Army because most of the infantry soldiers are not well conversant with the pros and cons of the internet. Number of challenges have been identified during the research which are shown at Figure 8:

Figure 8: Possible Challenges in Implementation



Source: Survey Result

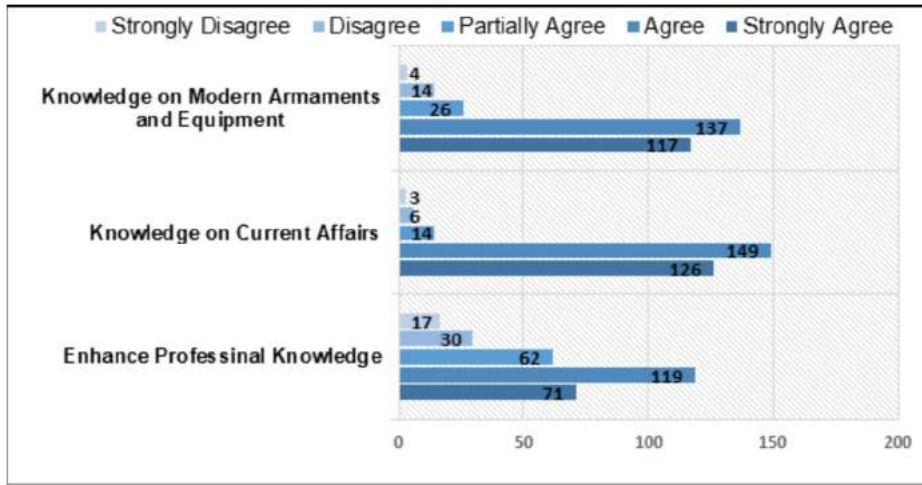
CORRELATION BETWEEN POSITIVE USE OF INTERNET AND PROFESSIONAL DEVELOPMENT OF INFANTRY SOLDIERS

Most of the senior leadership agreed that the integration of positive aspects of internet facilities is a requirement of time and will surely enhance professional competency of infantry soldiers. The research focused on contributing factors developed through internet which enhances the professional competency of infantry soldiers.

Knowledge Enrichment

Internet opens up opportunities for the soldiers to develop professional knowledge if used appropriately. Social media and various communication applications can generate vibrant professional discussions through various internet based group. At the same time, it assists soldiers' to remain updated with the happening around the globe. Email communications including Microsoft outlook can very well be utilized for military e-education and distant learning. Soldiers knowledge related to military history, development of armaments and equipment, possible adversaries outfit and many other professional aspects can be enhanced through Google, Wikipedia, news portals, you tube and similar web sites. Survey results are shown at Figure 9:

Figure 9: Knowledge Enrichment through Positive Use

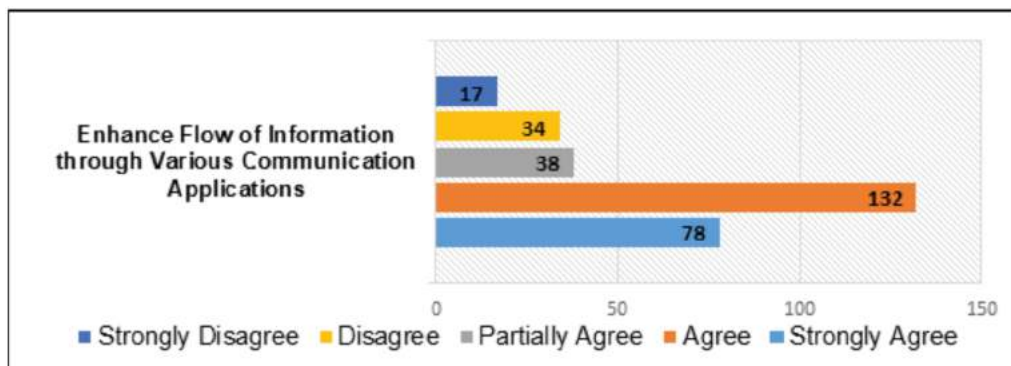


Source: Survey Result

Enhancing Flow of Information

Internet definitely enhanced the social connectivity. If various internet platforms can be integrated for day-to-day unit activities as described earlier, inter-personal communication will be eased up between soldiers and commanders at various level. Various communication applications, emails and outlooks can be utilized for passing down regular orders, publishing duty lists, disseminating the amendments of orders in quickest possible time with minimum possible efforts. Survey results are shown at Figure 10:

Figure 10: Enhancing Flow of Information through Internet Tools



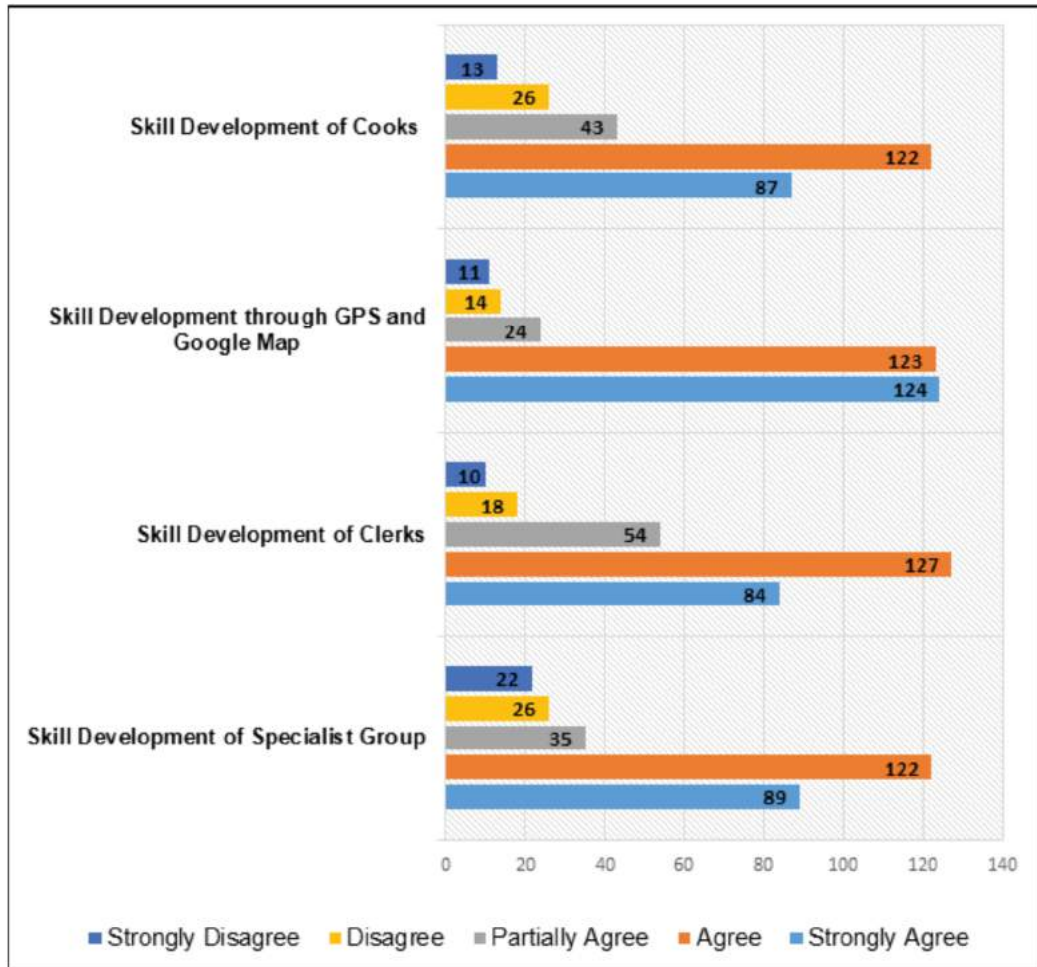
Source: Survey Result

Skill Development

Skill development is the prime contributing factor for the enhancement of professional competency of soldiers. Internet provide enormous scope for the

development of professional skills of infantry soldiers especially various specialist group like support weapon specialist, military vehicle drivers, members of signal and pioneer platoon, clerks, cooks. Given with the opportunities and guidance, these group of people will be able to enhance their professional skills as discussed earlier. Survey results are shown at Figure 11:

Figure 11: Skill Development of Infantry Soldiers



Source: Survey Result

Maintaining Esprit-de-Corps

Enhancing esprit-de-corps through use of internet is a debatable issue as key informants were divided in their opinion. Few of the senior leaderships viewed that internet may enhance the virtual communications but reduces the physical inter-personal relationship. However, most of them argued that internet provides a platform for

extensive interpersonal communication if it is used in positively which may otherwise contribute in maintaining esprit-de-corps. Again, officers can remain in contact with their men even when they are on leave or temporary duties. Such engagement between leaders and led will foster the bond and enhance units esprit-de-corps (Logistic Area, 2017).

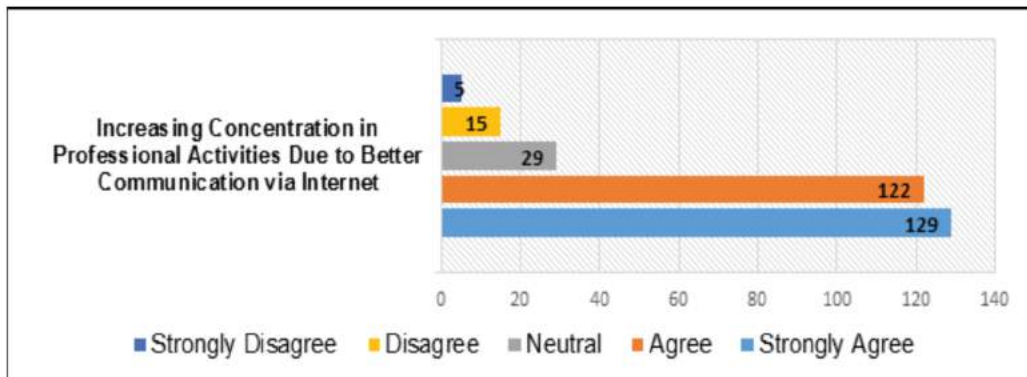
Reduce Administrative Burden

Bangladesh Army has already developed a secured WAN to support smooth administrative functions. Alongside the existing system, if military version applications and web portals can be developed for the units, many administrative functions of the units including documentation, pay management, data base, and kit item management will be eased up. This will reduce much of administrative burden from the individual soldiers and allow them to concentrate more on professional development.

Concentration in Unit Activities

Social media, various communication applications and emails are widely used for maintaining smooth communication between colleagues, friends and families. Alongside various social media applications, you tube and other video applications are good source of recreation for the infantry soldiers. Good social connectivity and recreation facilities would relief their mental stress and allow them to concentrate more on unit activities and professional functions. Survey result is shown in Figure 12:

Figure 12: Concentration in Professional Activities through Various Internet Tools



Source: Survey Result

Analysis of the Contributing Factors

Discussions and findings of each contributing factors above clearly indicate the effectiveness of each factors towards the enhancement of professional competency of infantry soldiers. Statistics (mean value and standard deviation) of survey data analysis is shown below:

Table 1: Statistics of Survey Data Analysis for Contributing Factors

Statistics	Knowledge Enrichment	Enhance Flow of Information	Skill Development	Maintaining Esprit-de-Corps	Reduce Administrative Burden	Concentration in Unit Activities
Mean Value	4.0691	4.1301	3.8259	3.4204	3.9024	3.7469
Standard Deviation	0.6188	0.57085	0.73671	0.90467	0.72747	0.79525
Values Considered						
Strongly Disagree	1					
Disagree	2					
Neutral	3					
Agree	4					
Strongly Agree	5					
Source: SPSS Data Analysis (Survey of Officers)						

From the mean value and standard deviation analysis of all the contributing factors, it is clear that knowledge enrichment and enhancing flow of information are directly contributes in professional development of infantry soldiers and have strong influence in determining the outcome, whereas, skill development, reducing administrative burden and enhancing concentration in professional activities have effective contributions. Alongside, internet use may not have direct contribution in maintaining esprit-de-corps but it has definite effects in developing professional competency of infantry soldiers.

CONCLUSION

Approximately 80% of the soldiers browse internet mostly using their smart phones. They browse internet mostly for the purpose of recreation and communication with their friends and families and less focused for knowledge enrichment. All the informants have strongly agreed that browsing internet has adverse impacts/effects of on soldiers' professionalism. Most of the key informants do not believe that restricting the use of internet is the solution to reduce the adverse impacts. Almost, 82.3% respondents believe that positive and appropriate use of internet facilities by the soldiers will reduce the adverse effects of internet on their professionalism.

There are enormous positive features of internet, if integrated systematically and methodically within soldiers' daily cycle, soldiers as well as organization will be benefited professionally. Tools and applications of internet like social media, communication applications, email, video applications, google, Wikipedia, news portals, GPS, google map, utility applications have enormous positive aspects which can be explored by infantry soldiers. Again, training, motivation and initiative at all level are the key factors in integrating these positive aspects systematically and methodically within soldiers' professional cycle. There are also some challenges in the implementation process.

There are few contributing factors developed through internet which enhances the professional competency of infantry soldiers. Correlation between these contributing factors and professional competency of infantry soldiers are discussed and analyzed in details. From the analysis it is seen that there are definite correlations which contributes in professional development of infantry soldiers.

RECOMMENDATIONS

Basing on the major findings of the research, following recommendations are made to enhance professional competency of infantry soldiers through extensive use of internet:

IT Directorate of AHQ should revise and circulate policy regarding the use of internet by the soldiers indicating the positive aspects and highlighting the specific arena of use.

GS Branch of AHQ may carry out a pilot project in one of the Infantry Divisions to determine the practical feasibility of enhancing professional competency through use of internet.

ARTDOC should integrate training on 'IT and use of internet' within the training curricula of all the training institutions and formation training system.

IT Directorate of AHQ should take appropriate measures to introduce military version applications including social media and communication applications concerning professional development of soldiers.

COs and other officers of infantry units should take measures for encouraging the soldiers to use internet for the purpose of knowledge enrichment and skill development.

Commanders at all level must continue to motivate their under commands to extract maximum positive output from internet and ensure strict adherence of the policy to minimize the adverse effects.

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He has a diverse experience of service in different units as well as in the training institutions of Bangladesh Army. In pursuance of his unit career, he gained experience of serving twice in two different infantry units (56 East Bengal Regiment and 19 Bangladesh Infantry Regiment). He also has the experience of serving in Chittagong Hill Tracts under OPERATION UTTARON and awarded with ‘Bishisto Sheba Podok (BSP)’ for his acts of valour. He held all the regimental appointments under different capacity. Apart from regimental appointments, he also served as an Instructor Class B of Tactics Wing at School of Infantry and Tactics (SI&T). He also has the unique experience of serving as an Instructor of Junior Command and Staff Course of Canada in Camp Aldershot.

Apart from the mandatory courses for his professional career, he attended Junior Command and Staff Course in Canada and Potential Platoon Commander Course in BMA. Presently, he is a student officer in Defence Services Command and Staff College, Mirpur. He has participated in United Nations Peacekeeping Mission in Ivory Coast as a contingent member. He is happily married and blessed with a son.

REQUIREMENT OF CHARACTER DEVELOPMENT TRAINING FOR SOLDIER: EFFECTIVE WAY IN ENHANCING THE SOLDIERING IN BANGLADESH ARMY

“To educate a man in mind and not in morals is to educate a menace to society.”

–Theodore Roosevelt

Major Mahmudul Hassan, Infantry

ABSTRACT

The basic training of soldier in Bangladesh Army does not provide any specific and organize character development training where almost 7000 soldiers are endorsed every year in all arms. Induction of educated soldiers, new technology and weaponry, change in the outlook of both leaders and led and overall socio-cultural changes necessitate ethically upright soldiers to deal with the emerging challenges. At this backdrop, this paper seeks to identify prevailing existing character training systems in the infantry units. Then, the impact of character development training on soldiering performance were determined. Finally, challenges were identified and few suggestions have been made. In fact, Character Development Training demands much of the change in mindset and vision of leaders and led than previous period. It is assumed, this system in the units will enable the under-command to enhance soldiering efficiency for the Army.

INTRODUCTION

Character is one of the most important contributions of psychology in military. The effectiveness of well-articulated character were experienced during military services. Ever since, more advances and applications of character development techniques gave rise to the official launching of an area in psychology called Military Character. To keep pace with modern armies of the world, it is a dire need to develop character traits and behavior pattern of under commands. On the other hand, this training is subjected to induct psychological counseling, improve behavior in a group as well as in family, accelerate professional excellence, and enhance self-esteem, growing personality, practicing military traits which ultimately enhance soldiering in Bangladesh (BD) Army.

Character is generally referred to as one of the attributes or features that make up and distinguish an individual. It starts during selection process for recruitment in the military and spans till retirement from the active service. In between these periods, character development and assessment are utilized for promotion, extra regimental employment, posting, and special military mission. However, character testing and assessments are commonly applied in military selection, training and placement elsewhere in modern armies.

Except Bangladesh Military Academy (BMA), till now no organized training for character development has been implemented. Recently, the East Bengal Regimental Centre (EBRC) has planned character development training in a limited form for the

recruits in coordination with BMA. As per recruitment policy of Bangladesh army, soldiers are not being selected by seeing their social background or by seeing their ability to work in a group as a positive performer. Furthermore, ‘how to develop character traits of a soldier and, in near future, how far can they be performed?’ All these problems need attention thus demand a way out for developing the character as he endorses in military. Therefore, the paper is focused to study the present character development trend in BD army, requirement of character development training to enhance soldiering quality, challenges of inducting CDT, and will put forward few recommendations.

AIM

The paper is aimed at critically analyzed the requirement of modification of present character development training (CDT) for soldiers with a view to enhance soldiering quality in Bangladesh Army.

SCOPE

The paper will be unfolded in following sequences:

- a. Present character development trend.
- b. Identify the requirement of CDT to enhance soldiering quality.
- c. Challenges of inducting CDT.
- d. Conclusion with few recommendations.

Present Character Development Training in Bangladesh Army

Character development training for the soldiers are meant as existing ethos and values of the army, motivational briefing by the superiors, *darbar* (an interaction session held at every month in the unit by the commanding officer), personal interview, spiritual briefing by religious teacher (RT) in every Jummah prayer commonly as well as every working day personally, and demonstrating administrative action against the defaulters. The commanding officer generates his command philosophy influenced by ethos and values from where under command understand the psychology of the commanding officer as such every level of command assumes the responsibility for developing the soldiering quality placed under them. However, it is superiors’ responsibility to check the conduct and behavior of under command all through to derive the attainment of enhancing soldiering quality.

Comparison with the other Armies of the World

- a. **US Army** The US Army incorporated ‘Army Profession (AP) Campaign’ with a view to develop human resource quality including civilian staff in the army. It is an internal initiative by the US Army to look critically at themselves. Identifying the weaknesses effectively through self-reflection process is the core purpose of AP

campaign. It is guided by United States Training and Doctrine Command (TRADOC) and directly organized by 'Centre for the Army Profession and Ethic (CAPE)'.

b. **Indian Army** Indian Army imbibed through three Core Values; 'NAAM,' 'NISHAN,' and 'NAMAK.' Traditionally, the Indian armed forces have relied on unwritten codes of moral conduct for their members in the belief that the internal checks and balances in the system would take care of all misdemeanors.

c. **Pakistan Army** Being Muslim dominated nation, Islamic Republic of Pakistan nourished the Pakistan Army within Islamic concept of morality. The spiritual belief directs the armed forces at pleasing Allah and expects rewards for good deeds in eternal life. The existing concept of morality of Pakistan Army is a hybrid between Islamic principles and British legacy.

Weaknesses of Present Character Development Training

a. **Need For Character Assessment Test during Recruitment** Character assessment test has not been incorporated during recruitment as such all type of character quality candidates have been enabled to enroll. The recruitment policy of Bangladesh Army has also provide no provision for character assessment during recruitment of the soldier.

b. **Need For Formal CDT During Training in Regimental Centers** There is no formal character development training package in the recruit training center. However, the training staffs are given adequate knowledge on character development package to shape the recruit in a good manner.

c. **Need For CDT During Unit Service** An infantry unit is traditionally administered by regimental system. The tradition and culture of an infantry unit mostly governs the grooming up of a soldier while the character development aspects are missing in the process.

d. **Lack of Knowledge on Character Development by the Commanders** Character development has always been considered within the scope of motivation, briefing, darbar, interaction, personal interview, administrative action, and spiritual advice. Company and platoon commanders only assess the soldiers prior to writing annual confidential report as such no other valid documents are recorded on character development of an individual soldier.

e. **Need for a Past Character Profile in a Job like Military** Soldiers are inducted in the army from various socio-economic background. The variety of character are funneled in military dominated character which give scope to the soldier to improve their character drawbacks.

f. **Unique Character Need Motivation** Character development depends on individual interest as well as organizational desire. In Bangladesh Army, individual

interest is missing in developing character while organizational preparedness is somehow visible.

g. **Judging Maturity as Per Age** Behavior pattern will change with the increase of service length as such dealing with UC according to service age is often missing.

h. **Early Predictions on Unbecoming Behavior** Young generation is habituated with modern gadgets and applications. Presently new soldiers coming from various socio-economic background are very much prone to electronic gadgets and social media. Their life style is quite different than usual military men as such negative attribute holders are likely to be undetected during recruitment.

j. **Stress Management** Military environment is designed as such that without pressure a good output is never expected while pressure relieving techniques or stress management skills are yet to be acquire by all level of command.

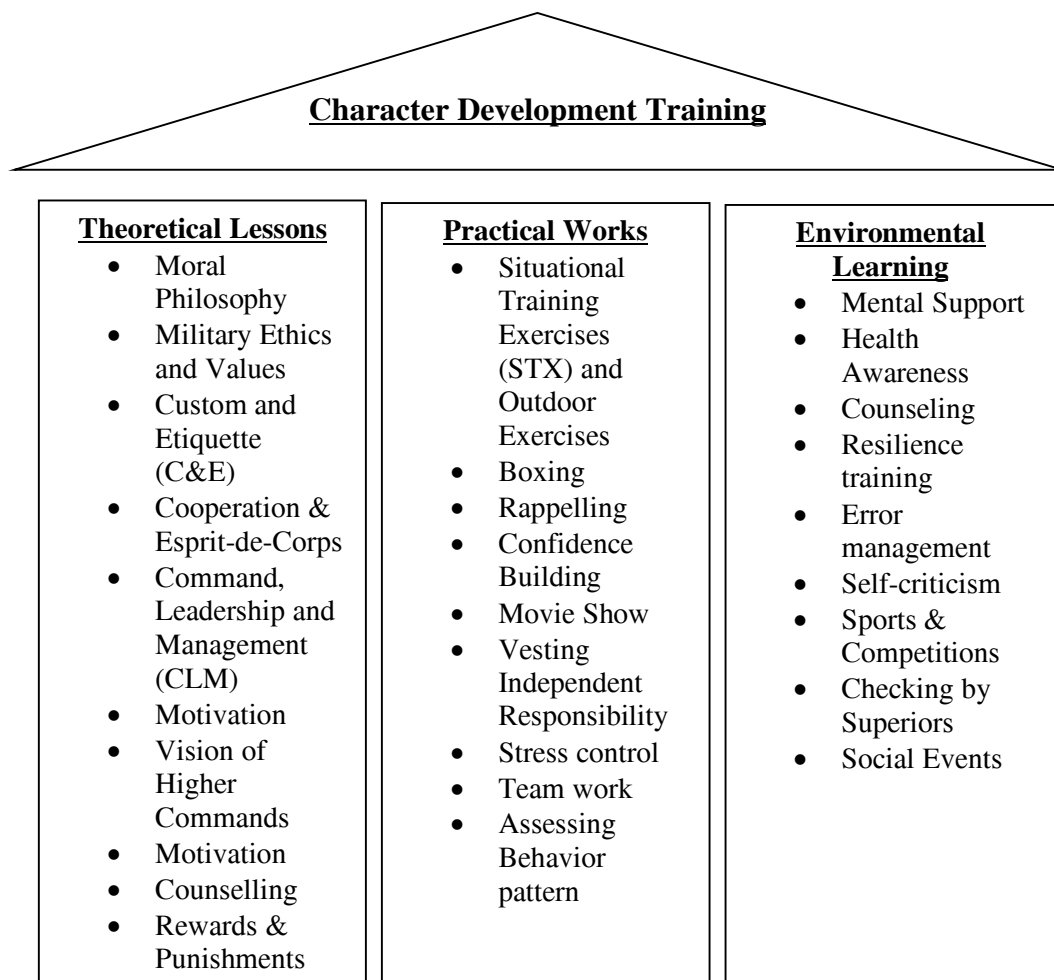
k. **Determining Level of Judgment and Interest** Junior leaders are given the authority to exercise their judgment upon under command while junior leaderships are also under telescope by their superiors. Selfless respect and affection on profession by junior leadership dictates the level of judgment they exercise.

Requirement of Character Development Training to Enhance Soldiering Quality

Bangladesh Army maintains standard and quality of the soldiers. Over the years, training curriculum of EBRC and BIRC were updated and modified which came into a final shape since last few years. Recruit training tenure was revised into one year from six months. With the expansion of time, character development training for the recruit felt necessary which was not possible within six months. It is felt that tangible character development training at EBRC and BIRC might have significant influence in enhancing soldiering performance of Bangladesh Army.

BMA incorporated their Character Building Module (CBM) since long before and modified as per reviewed four year training tenure. Since the recruit training tenure is of one year and they are subjected to continue their training at unit also, therefore, the curriculum of CBM has been considered even after the attestation parade of the soldiers. During CDT, there should be specific tangible character training periods in each year which would include theoretical lessons, platoon wise discussions and case studies. However, intangible CDT may continue throughout the training duration as well as during active service in the form of practical works and environmental learning.

Figure 1: Model of Character Development Training



Source: Author's self-construct

Morale Development Inculcating the ethos and values of army influence the state of moral on an individual soldier. Morally upright soldiers will be able to dedicate their soldierly attitude with loyalty and confidence towards superior.

Custom & Etiquette Military environment influence to adapt the habit of military customs and etiquette in military life which ultimately enhance the soldiering performance. Soldier imbibed with military custom and etiquette attributes are less prone to crime and can be developed by character development training.

Building Initiative and Motivation The motivation and initiative level of a soldier is more visible in younger stage than the elder due to materialistic interest. Many a times

unit environment, tradition, and relationship with colleague influence developing initiative and motivation among the soldiers.

Stress Management The culture, tradition and socio-economic condition varies from one place to another in the country. When enrolled in army, compliance of code of conduct as well as environmental transformation create lot of stress on the soldiers. Character development training can influence in overcoming stress.

Confidence Building Confidence comes from basic character qualities. Tough military training in center and challenging livelihood in the regiment influence earning confidence. . In the process, weak mentality soldiers are identified who are also found to be poor character quality holder.

Counseling Commanders at various level adopt counseling for developing character qualities. Counseling prevent soldiers from committing social crimes as well as moral degradation. Counseling can be best be applied for enhancing soldiering performance as a part of character development training in Bangladesh army.

Teamwork Professional excellence comes through teamwork. Junior gets opportunity to serve together with superior thereby superior gets scope to observe weakness of the junior. The weaknesses of junior could be corrected through teamwork. The scopes of teamwork are applicable in games and sports, collective training, group assignment etcetera.

Assessing Behavior Pattern Behavior pattern assessment can help to identify the requirement of character development training for soldier. Although perception does not provide authenticate statement. Service experience, wisdom, and practical experiences of superiors will also give scope to develop perception for assessing behavior pattern.

Resilience Training Resilience training refers to US army aims at developing trait or state of mental condition. Considering Bangladesh Army perspective, such training will provide determine soldiers due to emotional demography of this sub-continent.

Challenges for Inducting Character Development Training

Character development training is common in army nevertheless, not in a organize manner at training center and also at unit end. Every year approximately 7,000 recruits are enrolled for Bangladesh defence forces, however, they are not screened enough by the recruiting units due to the inherent organizational limitations. In this context, challenges of character development training is discussed:

- a. **Conducting Character Development Training in Each Training Cycle in a Unit by Qualified Person.** To kick off the process initially in each training cycle units are to be given training by the qualified personnel. To provide qualified personnel, assistance from psychologist need to be outsourced due to shortage in army.

- b. **Company Commanders and Platoon Commanders Need to be trained under Organizational/Institutional Framework** For moral development, cognitive development, discipline intricacies, moral deviation, frustration-aggression behavior and other tangible characteristic factors of soldiers', company commanders and platoon commanders need to be trained under organizational / institutional framework. Introducing courses on character development for company commanders and platoon commanders would be a better step to enhance soldiering.
- c. **CDT Documentation** Presently, existing ACR is blended with pen picture and grading on character traits basing on perception and experience only while CDT is blended with visual performance and progressive development. As such, the outcome of CDT may establish strong base for a commander while writing an ACR not overriding the commander's opinion which are to be addressed.
- d. **CDT Initiation Point** In near future, CDT may be conducted in every training cycle once initial preparation is ready to launch the training. However, to get desired soldiering performance it would take quite long time as such, the process should start from the recruit training center.
- e. **CDT under a Central Assessment Team in a Division or Isolate in the Units** Presently, no such assessment team other than training evaluation team at ARTDOC is available. However, US Army has a central institutional framework under which soldiers undergo moral and ethical training. Their focused arena starts from initial moral training and widen up to soldiers serving in operational area (Afghanistan and Iraq) including their family.
- f. **Induction of CDT from Recruit Training Center** Induction of character development training for recruits starts at East Bengal Regimental Center since 2013 although, it was not any recognized manner. As, the concept was taken from BMA to develop the soldiering quality, it should roll down both in training center and formation level.

CONCLUSION

Bangladesh Army has undergone a drastic transformation in regards to training development, enrichment of armament and expanding of forces. Keeping pace with the advancement of current world, understanding human character is also an important aspect for a military commander. CDT enables a commander to understand weaknesses and appropriate measures to be taken for his under command. CDT identifies required character attribute need to be attained by a military personnel. However, the system is yet to be formalized. As of now, no research has been carried out to develop the character of troops under organized framework in a small outfit. The present training system also never indicates or suggests any guideline as how to develop a soldier morally upright.

Infantry units were taken for case study to find out difficulties of determining soldiers' character as well as weaknesses of present character development training. In Bangladesh Army, character development training for the soldiers are meant as existing ethos and values of the army. Character development training of western country and two countries from this subcontinent are brought in light to get a picture on comparative state. Few difficulties were identified during this exploration. Mentionable are absence of character assessment during recruitment and training, less focus on character at unit service, inadequate knowledge on human character, absence of maintaining character profile, and insufficient measures to identify negative character traits. However, till now research on these aspects are yet to get focused.

CDT for the recruit felt necessary which was not possible within six months. The new Character Building Training (CBT) concept has been borrowed from BMA to impart fundamental lessons comprising theoretical lessons, practical works and environmental learning. On the other hand, mid-level and junior level commanders have shallow knowledge on character development. The 'shallow knowledge' defines experience by default service length and incidents which come across. None of the commanders except few have exposure on character development aspect of soldiers. As such, maximum commanders evaluate their soldiers prior to writing ACR at the end of the year. However, majority commanders are interested to attain knowledge within organizational / institutional framework.

RECOMMENDATIONS

CDT system is required for Bangladesh Army considering present days' context, although the approach would be relatively newer. However, basing on the feedback from EO, KII, COs, and other IDIs the recommendations for requirement of CDT in Bangladesh Army are appended below:

- a. ARTDOC may formulate draft practical approach for introducing CDT at recruit training center as well as at formation to evaluate initial responses respectively and recommend required modification or validation.
- b. ARTDOC can initiate detail study and research through the formations to ascertain the feasibility of CDT in all arms and services of Bangladesh Army.
- c. ARTDOC can initiate plan for developing training curriculum on CDT keeping BMA in leading role while all recruit training center in its supporting role.

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Apart from regimental appointments, he has served as Company Commander of Training Battalion in East Bengal Regimental Centre and Assistant Deputy Director in Special Security Force. As Officer Commanding, he commanded an Infantry Battalion (28 East Bengal). Presently, he is a student officer in Defence Services Command and Staff College. He has participated in United Nations Peacekeeping Mission in Ivory Coast as a contingent member. He is happily married and blessed with two sons.

PEACETIME COMPETITIONS: A FOUNDATION FOR ACTIVE MILITARY OPERATIONS – IMPLICATIONS FOR PAK ARMY

Major Asif Ali, Pakistan Army

ABSTRACT

One of the regular pre-occupations of defense personnel inside cantonments is the preparation for and participation in inter-unit competitions. Some personnel consider them irrelevant for combat preparedness as there seems no direct linkage between competitions and active military operations, however it has been established in this study that frequent victories in peacetime contests impact the field operations of a unit. In this context, the effect of victories in sports, training and administrative competitions on the overall state of morale of all ranks of an outfit has been explored initially, which appeared quite phenomenal. Thereafter, another aspect of successive triumphs, which is the development of a 'Winning Habit,' has been examined. The statistical data and scientific data backed by subjective analysis of said conception establishes its viability. Eventually the impact of high state of morale and winning habit on the conduct of military operations has been deliberated, keeping miscellaneous contributing factors as constant.

INTRODUCTION

On joining the profession of arms, the first Commandant made me join the unit's hockey team. With no past experience of playing field hockey, I really had to sweat it out to be somewhat worthy of the playing eleven. We made to the final of Championship, but were declared Runner Up. Considering the meager resources of unit, some amount was invested on team; however, it has been noticed that units lately invest considerable means on their teams to accomplish victories in formation competitions. A few uniformed personnel have been found criticizing the utility of these competitions especially when considering the *raison d'être* of an army: successful conduct of active military operations. They question the efficacy of measures such as advanced earmarking of individuals, their special dieting, sparing them from military routine, dedicating coaches, offering lofty concessions, following them intimately during championships, rewarding the successful teams with extraordinary benefactions like cash awards, exceptional privilege leave, super-meals, and several other grants. The challengers regard peacetime competitions as a big hurdle towards enhancing the operational efficiency and consider them a wastage of valuable training time.

Prima facie such championships do not seem to have a direct bearing on the performance of a unit during field operations. The good performance of an outfit in field traditionally is considered to be contingent upon its sound training, availability of requisite warfighting tools, good leadership, prudent planning, skillful employment in

field and host of such factors; all of which need to be considered as constants while exploring the linkage between good performance in peacetime competitions and conduct of field operations. Flowing from this prelude, this paper intends to enunciate the stated relationship by endeavoring to answer three fundamental questions: What is the impact of outstanding accomplishments of an outfit in training, sports and administrative championships on the state of morale of its all ranks? Can practicing success in such peacetime competitions help in making of a winning habit for attaining triumph in future? Will the high state of morale and winning habit help in conduct of successful operations in field? The conclusions arrived at during the stated discourse have helped in formulating viable recommendations.

Impact of Good Performance in Competitions on Morale

The list of various competitions being organized in Pakistan Army is as under:-

Table – 1: Types of Competitions Organized in Pakistan Army

Sports Competitions	Training Competitions	Administrative Competitions	Remarks
Athletics	PACES@	Administrative Proficiency	@Physical Agility And Combat Efficiency System
Boxing	PATS^	Spring Beautification	^Pakistan Army Team Spirit Competition
Swimming	Assault Course	Quality of Life	*These events are organized on Biennial basis
Cross Country	Orienteering		
Hockey*	Decathlon		
Football*	Small Arms Firing		
Basketball*	Sniper		
Kabaddi*			
Handball*			
Volleyball*			

Source: (Army, 1989)

While considering sports competitions, the significance attached with the games by British Colonial Military, from which Pakistan Army evolved, merits a mention in discourse. According to Pope (1995), the first realization of importance of sports for social bonding and military came after the success of British Army Sports Program during World War I (Pope, 1995). In Pakistan Army, it is often argued that each game helps in development of certain intrinsic qualities of a soldier. This view has also been supported by Mason & Riedi, (2010), who considers boxing akin to an image of war where several soldierly attributes are tested and improved such as physical fitness,

courage, good temper after each reversal, keeping one's head down, lightning speed to seize the moment within a small window of opportunity and instantaneous compliance of the referee's commands. The cross country running, besides physical stamina, self-control, alertness, self-discipline and perseverance, helps in the development of an eye for the terrain. Same is the case with the other games as well (Mason & Riedi, 2010).

Winning in sports competitions has a direct connection with morale of a unit as the individuals display a sense of extreme delight, joy and exaltation. All ranks regardless of their pay scale join the celebration by voluntarily dancing to the musical notes, raising regimental slogans at peak of their voices, singing unit anthems while passing in front of other outfits in the garrison and behaving in a manner as if each one of them has accomplished victory. A unit which keeps winning the sporting events inevitably enjoys a high state of morale (a recognized principle of war) and reputation of an efficient outfit, which motivates all ranks to strive hard to live up to the associated expectations in all realms. In fact, Campbell (2000) in his doctoral thesis concludes that training for sport is training for war (Campbell, 2000). Mason & Riedi, (2010) quotes the interaction of Lieutenant General Sir Edwin Alfred Hervey Alderson with 2nd Leicestershire Regiment as under:-

"A Regiment that is good at games is also good at fighting. I only need to look at you now and at your games to know that you would be good at the real game, which is the game of fighting." (Mason & Riedi, 2010)

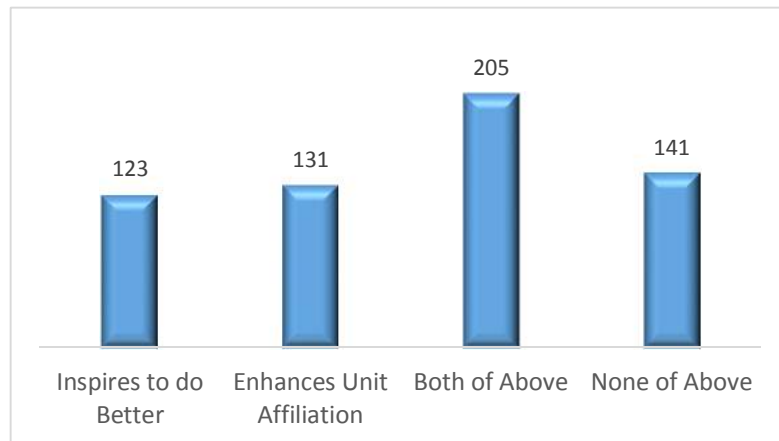
It is needless to overemphasize that the best way to create and maintain a strong military is through the best training. In order to train all ranks, competition is a valuable tool at the hands of commanders. Pakistan Army organizes training competitions, which commence from unit level and some of them ends up at international level like PACES and PATS, attended by over fourteen international teams including England, Australia, China, Bangladesh and Turkey (Dawn, 2016). Training competitions constitute an important part of the training activities of units and formations in Pak Army (Army, 1989). With a glance over the training competitions tabulated above, it can be noticed that most contests involve a team of individuals to enhance camaraderie and promote excellence as a squad. Some of these events, such as Team Spirit, Decathlon and Assault Course involve numerous obstacles, can only be successfully negotiated as a group; thus reliance on each member is mandatory to achieve distinction.

Besides promoting teamwork, training competitions also contribute to enhancing professionalism of the participants as they undergo hands-on-job training. Repeated practices during preparation stimulate all participants to innovate by finding the simplest yet the most effective ways, furthering their solidarity with their fellow colleagues and enhancing the overall combat efficiency in the process. It is reasoned that the tougher the practice sessions are, the more dividends will it ensue, which is

synonymous to the famed idiom, “the more you sweat during peace, the less you will bleed during war.” As an instance from World War 1, Macdonald (1988) recalls that British infantry soldiers were made to compete with each other by firing 15 rounds in a minute at a target placed at 500 yards before the war and during the battle in 1914, Germans faced enormous casualties at 300 yards range. In fact, some German commanders maintained that they had faced large number of British machine guns during the opening battles, whereas each British Battalion was merely equipped with two machine guns (Macdonald, 1988). Being directly linked with the battle, the success in training competition has visibly more impact on the state of morale since it correspondingly enhances a soldier’s professional prowess and confidence in his ability to outperform, on his equipment, in his team-mates and in his regiment.

Administrative competitions are organized in order to affect tangible improvements in the outlook of a unit, enhance the quality of lives of all ranks and upgrade their administration. It is believed in the Army that a visibly positive change in the surroundings directly contributes towards enhancing the ownership and the philosophy of “Meri Unit Mera Ghar” (My Unit is My Home). The unit standing victorious in admin contests of the formation will invariably have the best mess life, healthiest cuisine, good hygienic environs, finest living conditions, beautified surroundings, well-disciplined ranks, least accidents, minimal indiscipline cases, viable leave plan, proficient administrative setup and the list goes on as all of these facets are evaluated during the admin competitions. These outcomes have also been witnessed by randomly selected 600 all ranks of different units of Pakistan Army during the survey (Figure 1).

Figure 1: Survey Result



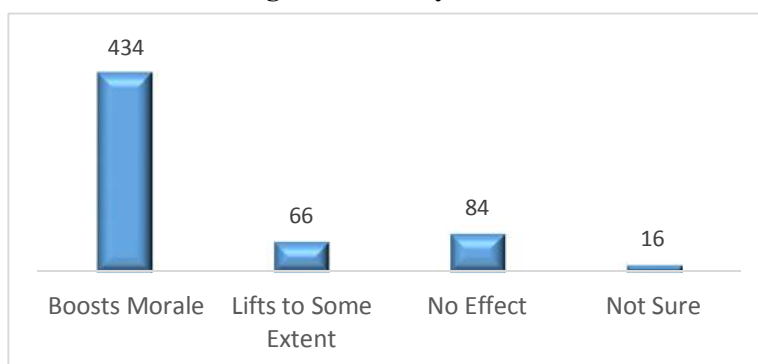
Source: Author’s self-construct

Against the Competitions

It is often argued by a few military personnel that competitions waste valuable training time and resources by distracting the focus from operational worthiness. However, these views have been refuted by the findings of the survey, during which all ranks confirm that winning competitions boosts morale, which is one of the established battle-winning factors (Figure 2). Moreover, disregarding the significance of sports championships (considered to be war on telescoped scale by (Parker, 1987)), training contests (a vital tool to enhance the operational efficiency) and administrative competitions (an imperative instrument to uplift the morale of a unit) can be tragic and regretful for any regiment. When carrying out the cost-benefit analysis, the overall advantages of such competitions far outweigh their drawbacks. The units which do not strive and perform well in formation level contests face succeeding consequences:-

- a. The losing ranks tend to make lame excuses to cover up their failures. They get defensive and avoid discussion over their disappointing performance.
- b. They are more inclined to developing a culture of infighting as a result of pointing fingers towards each other for their collective failure.
- c. Non-participating soldiers develop resentment towards the losing participants as former are required to share the burden of latter's responsibilities.

Figure 2: Survey Result



Source: Author's self-construct

- d. Unit according low priority to competitions is more likely to field same individuals for every contest.
- e. All ranks of a unit with losing teams therefore lose interest in contests, tend to avoid participation and also the appetite for victory. Losing sentiments are contagious in nature and can be toxic for unit.

Development of Winning Habit by Practicing Success

It is often said that success breeds success and vice versa. Standing victorious in competitions provides some phenomenal advantages to the unit and can significantly contribute towards attainment of success in upcoming events, which if turned into a repetitive cycle may be termed as the Winning Habit. Some of the prominent benefits associated with winning besides elevated state of morale (already discussed above) are described in ensuing paragraphs:-

- f. Victory has many fathers and each person in the unit believes that it is due to his sacrifice (additional duty), advice, support and motivation that the team has accomplished triumph. This marvel results in a corps of coaches, friends and colleagues to back and motivate team, which only gets further enlarged with each triumph.
- g. After winning the contests, the individuals learn to believe that everyone is a good member of the team as he is playing his due role in the overall successful outcome. This helps in development of a positive respectful culture.
- h. The excitement of winning produces positive physical energy and enhances the will to resist even after a setback. This enthusiasm is communicable and is therefore carried on by all ranks of the unit.
- i. Success in each contest raises the expectation level. To uphold this expectancy, every team member tends to spend additional time during preparation. Devoting more time together results in added info-sharing, guidance and mentoring besides generating a sense of solidarity amongst unit-mates.
- j. Victors in military willingly discuss their follies and readily accept negative opinions. They view training as a mean to success and not as punishment.
- k. Winners in a unit are endowed with various benefactions as discussed in introductory para. After selection to represent next higher formation, these endowments are replicated if not multiplied, which encourages and inspires all ranks to remain winners.
- l. Few miscellaneous advantages enjoyed by winners as listed by Bhogle, et al. (2011) are:-
 - (1) Happy and relaxed atmosphere.
 - (2) Living in present but planning for the future.
 - (3) Carrying everyone along.
 - (4) A 'can do' approach.
 - (5) Common shared vision.
 - (6) Strong personal goals yet subordinate to team goals.
 - (7) Nurturing or culling at the right moment.
 - (8) Hunger, passion and energy (Bhogle & Bhogle, 2011).

It is often reasoned in Pakistan Army that if one keeps winning in every action, it will help in developing a winning habit, which will then transform into a winning character, and then into winning destiny. This has been verified by researchers through various models. Yaari & Eisenmann, (2011) studied free basketball throws of five NBA seasons from 2005 onwards and established that if the first attempt is successful, there are 67% chances that second attempt will also be successful regardless of the player, match condition or external pressure (Yaari & Eisenmann, 2011).

Coates (2012) describes stated phenomenon of Winning Habit as a self-bolstering osmosis of Testosterone and Cortisol hormones, which sharply spike in the contestants' body as a consequence of success and failure respectively. Testosterone provides a loop of positive feedback and therefore affords a competitive advantage to the winner, while failure results in release of Cortisol, which makes the loser more risk-conscious, timid and less competitive. Biologists conducted numerous experiments to study this phenomenon while ensuring measures such as equal matching of both antagonists; similar cardiovascular, metabolic and muscular build-up; and controlled motivations especially for appetite. Scientists observed that Testosterone level increases in a winner during the contest, which produces the anabolic influence on his muscle mass, improves visual sharpness, quickens reactionary capability, enhances boldness and increases persistence. At the termination of competition, the winner gets a further spike in Testosterone and is more likely to emerge triumphant in next contest while the loser gets Cortisol and associated disadvantages. Coates also cited a study during which a huge data-base of 630,000 professional tennis competitions was examined, which revealed that winner of first set in each contest had 60% better chances of triumph in second set and thus that of winning the three-set match. Similar observations have been confirmed in other games also. Parenthetically, such victories were more apparent when the winner was on his home ground [in military sense, fighting on own terrain]. He concludes these findings by stating, "*We hold the keys to victory within us, but usually cannot find them.*" (Coates, 2012).

A Portuguese panel of three Neurologists, Oliveira, Silva, & Canario, (2009) studied the neurology of rivals before, during and after battles. They selected four similar contenders (termed as A, B, C & D) and made two of them (A & B) to fight with each other. As A emerged victorious, they made it to fight C after designated rest and made fresh D to fight loser B, who was administered androgen hormone to enhance its fighting competency. Surprisingly, A still emerged victorious while B again lost, which lead them to infer that winner is more likely to win in future contests.

Like all other habits, winning can also be developed as a habit by practicing success during easy competitions initially, which can also be termed as preliminary baby steps. This can then be further developed by gradual but consistent victories in various contests. A big or difficult competition can be further divided into several small fights and then winning most of them to obtain overall success. The thumb rule to be followed is to *never miss winning twice successively*. Therefore, getting back on track after each slip is the most vital trick while developing a winning habit as shown in Table-1 below:-

Table 1: Getting back on Track

Contestant C	Focal Contestant A	Focal Contestant B	Contestant D
Contestant C	Fight between Focal Contestants A & B		Contestant D
Contestant C	Winner A	<i>Loser B administered with Androgens</i>	Contestant D
Fight between Contestant C & Winner A		<i>Fight between Loser B & Contestant D</i>	
A reemerges as Winner again		<i>B remains Loser</i>	

Source: Author's self-construct

Implications of High Morale and Winning Habit on Operational Proficiency

Montgomery (1946) underscores the value of morale and success during war by stating, “*High Morale is a quality, without which no war can be won... Successes will aid good morale by creating confidence in the leader.*” (Montgomery, 1946). In context of morale, Napoleon says, “*In war, morale is to physical as three to one*” (Pope A. U., 1941). Cox (1996) considered Sun Tzu as the first in line to identify morale as the spirit of a warrior by virtue of which he could trounce the enemy soldiers (Cox, 1996). History is testament that even ill-equipped, numerically inferior and out-maneuvered force with markedly superior morale triumphed over the adversary. Alexander, Caesar, Gustavus Adolphus, Tariq ibn-e-Ziad and several military leaders utilized morale to strike critical victories (Picq, 1921). Despite technological advancements in weapons, the age-old dictum that “not the gun, but the man behind the gun matters” still holds its ground as General Dwight Eisenhower asserts, “*combat requires today, in order to give the best results, a moral cohesion, a unity more binding than at any other time*” (Yellin, 2008).

Some out of the numerous incidents highlighting morale are as under:-

- Baynes (1987) quotes 2nd Scottish Rifles, whose soldiers enjoyed high morale before embarking into World War I. The unit demonstrated exceptional combat efficiency during 6 days of intense fighting and when ordered to march out, it only had 150 individuals commanded by 2nd Lieutenant. All of them were still disciplined and tenacious to resume battle (Baynes, 1987).
- Another instance of World War II has been mentioned by Cox (1996), where all ranks of spirited 442nd US Regiment Combat Team (RCT) were tasked to rescue an encircled battalion. RCT completed the mission by fighting tooth and nail against murderous firepower of Wehrmacht. It saved 212 trapped men but lost 814. Unit still continued to gallantly fight subsequent phases of

war compiling an incredible record of Congressional Medal of Honor and 52 Distinguished Service Crosses (Cox, 1996).

- c. X Lancers was tasked to hold the attack of 39th and 54th Infantry Divisions of Indian Army for 48 hours during 1971 war by acting as covering troops. The highly motivated unit demonstrated exceptional heroism by holding attack for sixteen days till ceasefire was ordered. Details of operation have been covered in Annex B to Army Precis (Training-B) of Defence Services Command and Staff College, Mirpur.

According to Collins (2010), there are three main theories of victory on battlefield: first, theory of material resources which argues that victory is accomplished by the side with more troops, forces, weapons and logistics; second, theory of maneuver which states that the side with better maneuverability emerges triumphant; third, theory of superior élan which elucidates that the side with better morale and heroism will win (Collins, 2010). For Tolstoy (2016), the third theory outweighs the other two (Tolstoy, 2016). Collins (2010) described a model to discuss the impact of these theories (diagrammatic illustration enunciated at Figure 3):-

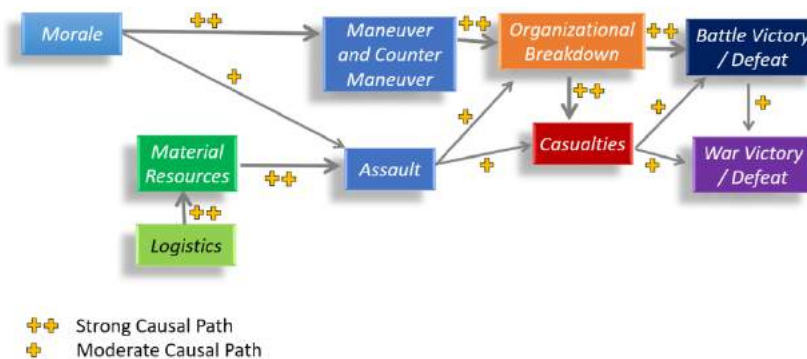
- d. *Maneuver* flows from *Morale*, because former is quite difficult to execute under fog of war. Most *Maneuvers* fail as troops lose their way, cannot move with requisite speed or lack coordination. These factors can be overcome by a force, which is highly disciplined and emotionally charged, both of which are indicative of high morale.
- e. *Morale* along with *Material Resources* jointly determine the *Assault*. *Resources* (such as armaments, munitions, personnel and fuel) are the major determinants of firepower and *Assault* on target.
- f. Most important outcome of the *Maneuver* is the *Organizational Breakdown* of enemy force. Although *Assault* also contributes to this end, but *Maneuver* plays the predominant role of breaking through enemy line and appearing at an unexpected vital ground, which breaks adversary's organic cohesion and response capability.
- g. *Organizational Breakdown* results in both *Casualties* and *Defeat in Battlefield* (Collins, 2010, pp. 5-10).

CONCLUSION

An in-depth appraisal of preceding discourse leads to ensuing conclusions:-

- a. Formation sports competitions closely resemble the battle on a telescoped scale. Besides enhancing the physical fitness of a soldier in units, such contests also instill much-needed moral and intrinsic attributes. Good performance in training contest has a direct impact on combat worthiness of an outfit and morale of its all ranks. Active participation of units in administrative competitions plays a pre-dominant role in improving the quality of life of all ranks and thus their morale. Winning competitions therefore greatly boosts the morale of all ranks.

Figure 3: Collins Model of Military Victory



Source: Author's self-construct

- b. Individuals of unit displaying average or below par performance in competitions are likely to suffer from defensive mindset, non-volunteer approach, infighting, intra-rank resentment and contagious sentiments of being losers.
- c. Through consecutive victories in contests, winning habit can be developed, which increases the probability to accomplish triumphs in future. The winner units enjoy several advantages such as supportive environment, positive culture, constructive energy, shared sense of purpose and drive to win. Phenomenon of winning habit is supported by biological, chemical and statistical data/ evidence.
- d. Morale has a decisive impact on the outcome of a battle as it plays an instrumental role in breaking down adversary's organic cohesion and imposing casualties through combination of maneuver and assault. The victory thus acquired on battlefield supplemented by opponent's organizational breakdown

and attrition directly elevates the morale of winners, thus generating favorable circumstances for further triumphs.

RECOMMENDATIONS

Keeping in consideration the conclusions reached above, succeeding recommendations are proposed herewith:-

- a. Need and utility of success in competitions for boosting the morale, formulation of winning habit and successful conduct of military operations must be disseminated to units through formation Headquarters.
- b. In order to encourage all units to strive for excellence in competitions, there is a need to recognize, acknowledge and reward the outfits displaying distinctive performance in formation competitions. Similarly, requisite guidelines with regards to development of winning habit may be formulated and circulated to unit demonstrating below par performances.
- c. The contests getting redundant with induction of latest technology may be replaced. For instance, the compass-based orienteering competition can be substituted with compass-cum-GPS navigation contest in mid-term before its eventual replacement by GPS guided orienteering in the longer run.
- d. To allow maximum all ranks to participate and accrue desired physical-cum-psychological attributes from competitive spirit and also to discourage units from fielding same individuals, the participants in each competition may be banned to participate in same contest at least for next year.
- e. Field formations be directed to incorporate the salient aspects of field administration and operational logistics into existing inter-unit administrative competitions.

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EVALUATION OF PERSONALITY TRAITS OF MILITARY OFFSPRINGS: FOCUSING ON BETTER PARENTING

“Behind every good kid are parents who understand the importance of raising them in that way.”

–Award Winning Author Frank Sonnenberg

Lieutenant Commander Ashigure Rahman, (ND), BN

ABSTRACT

Military Offsprings (children of military personnel) enjoys a comparatively better physical and social environment alongwith good educational institute. Their personality traits are supposed to be developed in a healthy way to positively impact their performance in the society as successful citizen of the country. Every year, a good number of military off springs are appearing a three dimensional test at Inter Services Selection Board (ISSB). A careful study on their performance at ISSB reveals that the performance of our children is not satisfactory and the personality traits are also not in a balanced shape. The assessors serving at ISSB also opined that, some common shortcoming or weakness in the personality traits of our children hindering their performance. It is well established that, environment plays a vital role in forming up the personality traits of a child. In the context of Bangladesh, parents play the most vital role to shape up the home and social environment. A good parenting style can positively impact the personality traits and performance of a child. Good and balanced parenting style is probably missing in our military society due to ignorance and other factors. The research found a deep relation between parenting style and the development of personality traits of military off springs in the context of Bangladesh. We need to address this issue in personal level by building awareness and as organization our services may take some steps to improve the present situation.

INTRODUCTION

The children are the future of the nation. A sound personality development is essential in the childhood to become a balanced person to contribute positively to our society. It is very important to evaluate the children to find the state of their personality traits. The children (military offspring) of military personnel, both officer and men in Bangladesh are generally brought up closely within the military society and environment. Relatively, the military off springs staying inside the cantonment area enjoys better environment, secured society, open space, outdoor facilities and most importantly good educational institutes as compared to the other children of the county.

The performance of the military offsprings should be of high standard compared to their peers outside military environment according to the environment and schooling is concern. Their grooming up should allow them to enrich with better personality traits.

Unfortunately, there is no visual indication of their contribution to the society except few cases. Their personality traits can best be evaluated at the Inter Services Selection Board (ISSB) as every year a good number of military offspring appear before ISSB on completion of their Higher Secondary Exam with an aim to join Armed Forces as an officer.

Author's experience while serving at ISSB and data provided by 'Statistics and Development Cell' of ISSB indicates that almost seventy percent of the military offspring that appear ISSB lacks in balanced personality due to their shortcomings in different personality traits. Even those are selected; they also show some limitation that is assumed to be trainable. It can be perceived that there must be some hidden aspects present in the present military society and environment that are negatively affecting the personality development of military offspring. As in Bangladesh, the early grooming up of a child is controlled and decided by parents in general, there might be some shortcomings in parenting part which hinders the healthy grooming of the children of military family. This is the research area on which the researcher wants to carry out an in-depth study.

This paper will mainly highlight the parenting impact on the military off springs' personality development basing on the study carried out on randomly chosen seventy children of military personnel those appeared at ISSB. The impact of other factors is not discussed here. The performance of officers' off springs and soldiers' offsprings are analyzed separately due to the difference of environment and social structure that make distinct impact on personality. The paper will finally lead towards some suggestive measures to improve the personality traits of military offsprings.

MILITARY ENVIRONMENT AND PARENTING STYLE

Characteristics of Military Society and Environment

Military environment is distinctly different than the contemporary society of that country. Cheryl Law horne Scott and Don Phipott (2014) said, "Living in either military or civil communities, in urban, suburban, or rural settings, military children experience unique challenges related to military life and culture." In Bangladesh perspective, the standard and quality of the society and environment of officers' off springs and other ranks offspring are not same. Some of the physical characteristics are of similar nature, but there are distinct differences in social characteristics.

Physical Characteristics

The physical characteristics of military environment are a bit different than that of outside cantonment area. The main features are:

- a. Restricted community inside a dedicated area.
- b. Military administered educational institutes.
- c. Sufficient outdoor facilities.

Social Characteristics

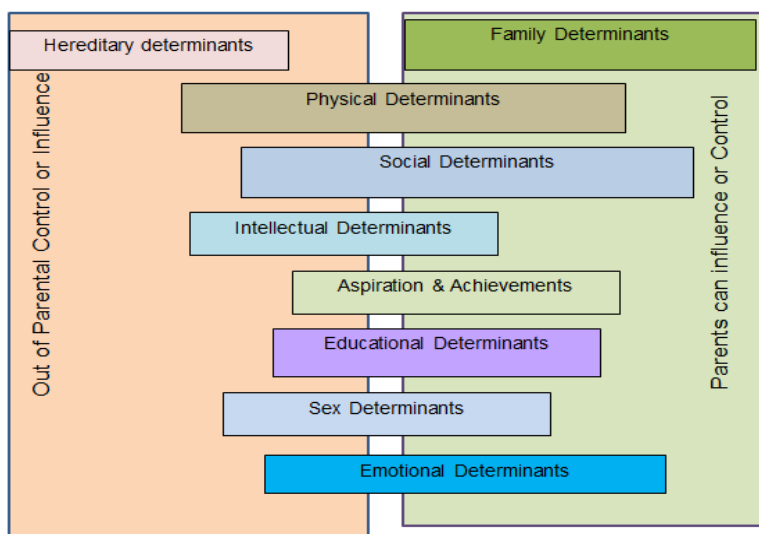
The social characteristics of military environment are predominated by the nature of military personnel and military traditions. Some of the aspects are:

- a. Arranged social gathering and programs at community and schools.
- b. Predominate presence of homogenous peer group (Jamshed and Lokman, 2016, ch-2).
- c. The members of the society generally know whereabouts of the children of same community (Focused Group Discussion at ISSB).
- d. Caring attitude of the parents.

Influence of Parents on Personality Determinants

Virtual Medical Centre (Australia's leading medical information website) argued that a child's social environment is largely dictated by where their parents live and send them to school. In turn, the social environment largely determines the children's social relationships. As such, parents' decisions (or, on the contrary, lack of decision making power) about where to live, work and school can markedly affect the health and wellbeing of their children. This is more applicable to Bangladesh especially for military child as parents remain concern about their child. Chief Psychologist of ISSB, Lt Col Shamim commented from his experience that military parents influence almost seventy percent of the personality determinants. Figure 1 attempts to show the personality determinants and the influence of military parents.

Figure 1: Factors Affecting Personality Development of an Individual & Influence of Parents



Source: Figure is drawn by researcher & vetted by psychologist of ISSB

Style of Parenting

It is important to study the types of parenting before studying the influence of parenting on military offsprings. In psychology today, there are four major recognized parenting styles (Baumrind, D. 1991 & Emily Hughes, 2013).

- a. **Authoritative.** This type of parenting creates the healthiest environment for a growing child, and helps to foster a productive relationship between parent and child. It is widely regarded as the most effective and beneficial parenting style for normal children.
- b. **Neglectful.** Neglectful parents basically expect children to raise themselves. They usually don't devote much time or energy into meeting children's basic needs. Neglectful parents often remain uninvolved.
- c. **Permissive.** Permissive parenting, also known as indulgent parenting is another potentially harmful style of parenting. These parents are responsive but not demanding. These parents tend to be lenient while trying to avoid confrontation. The benefit of this parenting style is that they are usually very nurturing and loving. The negatives, however, outweigh this benefit. Few rules are set for the children of permissive parents, and the rules are inconsistent when they do exist. This lack of structure causes these children to grow up with little self-discipline and self-control.

Figure 2: Style of Parenting



Source: Pictures from Internet and compiled by author

- d. **Authoritarian.** Authoritarian parenting, also called strict parenting, is characterized by parents who are demanding but not responsive. Authoritarian parents allow for little open dialogue between parent and child and expect children to follow a strict set of rules and expectations. They usually rely on punishment to demand obedience or teach a lesson.

CURRENT PERFORMANCE OF MILITARY OFFSPRINGS IN RESPECT OF PERSONALITY TRAITS

Personality Traits Assessed

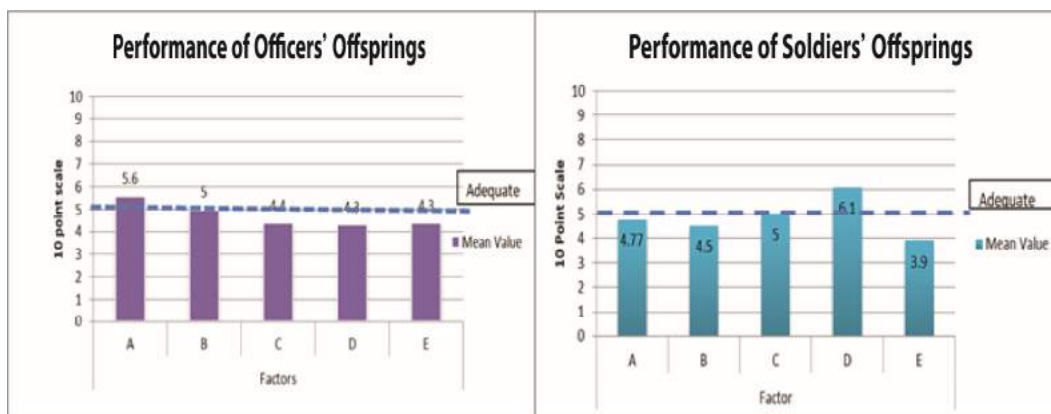
At ISSB, in all dimensions (Environment, Physical and Psychological), a candidate is assessed on nearly twenty different personality traits. All these traits are accumulated in five factors for general understanding of the state of personality traits of military offspring. These five factors are:

- a. **Factor A- Intellectual (Cognitive) ability** includes comprehension and analytical ability.
- b. **Factor B- Moral and Ethical Values** includes sense of responsibility.
- c. **Factor C- Dynamism** includes self-determination, Ingenuity, influencing ability and self-confidence.
- d. **Factor D- Psychomotor coordination-** the relationship between cognitive functions and physical movement.
- e. **Factor E- Emotional Balance-** both under stress and without stress.

Performance at ISSB (Personality Traits)

A total 70 (seventy) dossiers of military offsprings were evaluated in random selection basis from assessment year 2015-2017. Final grading of the personality traits are assessed under the heading of above five factors in '10 point scales' grading where 10 is the highest marks. Mean value of the performance of military offsprings at ISSB is shown in figure 3.

Figure 3: Mean value of the personality traits of military offsprings assessed at ISSB.



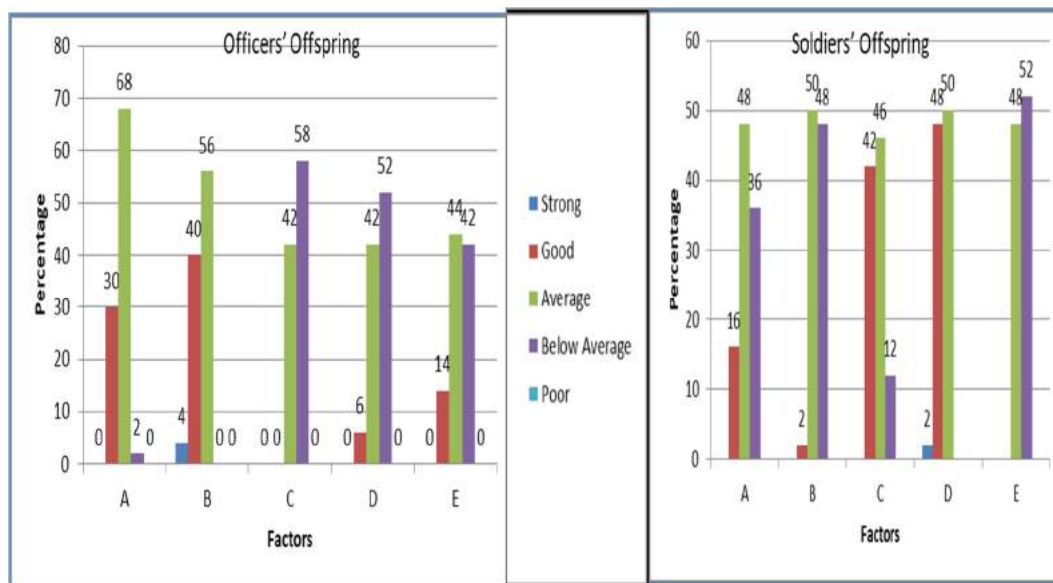
Source: Survey and analysis of performance at ISSB

Officers' offsprings have shown adequate performance in intellectual and moral factors (A and B). Their performance in other three factors is below adequate. On the other hand, soldier' offspring's have shown satisfactory performance in dynamic and psycho-motor coordination factors (C & D). Their performance in other three factors is below adequate. At ISSB, it means that the individuals have significant limitations in these personality traits in general. Overall performance is not encouraging as mean value fall below the adequate level in three factors.

Assessors Response

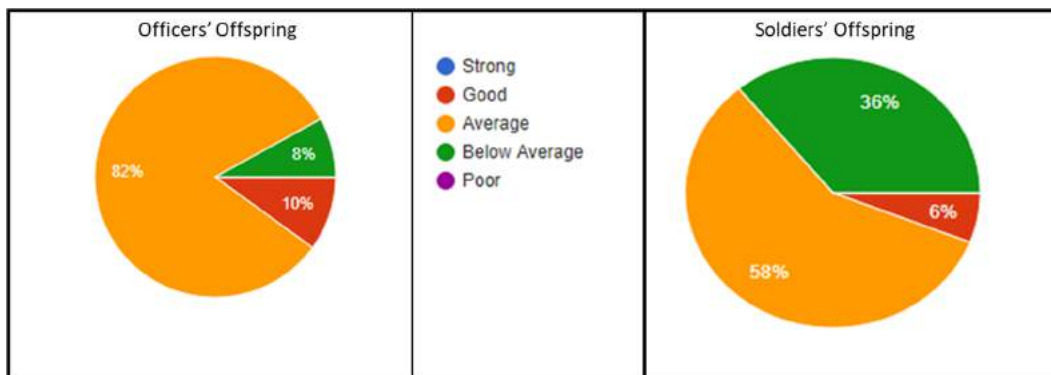
Total 50 (fifty) serving and ex assessors of ISSB requested to provide their opinion about the performance of military offsprings. Their opinion in regards to five personality factors is shown in figure 3. Assessors are not satisfied with the officers' offsprings performance in the factors C, D & E. Assessors are not satisfied the performance of soldiers' offsprings in the factors A, B & E. In both the cases, the standard of the emotional stability was not also encouraging.

Figure 4: Assessors Opinion about the performance of military Offspring.



Source: Survey result- opinion given by assessors

The assessors are not also satisfied with the overall standard of the military offspring in terms of personality development. Figure 5 shows the assessors opinion on the overall performance of military offsprings' in respect of personality traits.

Figure 5: Response on overall performance of soldiers' offspring by assessors

Source: Assessors opinion through survey

INFLUENCE OF PARENTING ON MILITARY OFFSPRINGS

Influence of Parenting Style

All the individual dossiers were analyzed to find out the projected parenting style of the parents of those seventy candidates from their strength and weaknesses. Total twenty parents (six from Army, ten from Navy and four from Air Force) were interviewed through a set of questions. The answers of the questions guided the probable parenting style of that individual. Two experienced assessors of ISSB (one psychologist) helped to find out the probable parenting style. Interestingly, the parenting style projected from the performance and remarks of the military offspring at ISSB matches with the parenting style assessed from the interactive session/ interview of parents of those offspring's (Table 1). It proves that *'Parenting style plays significant role over the development of personality traits of military offspring.'*

Table 1: Comparison of parenting style from the performance of offspring and the style assessed from interview including the remarks given by the ISSB assessors

Code	Parenting style Projected	Parenting Style Assessed	Remarks on their Performance by Assessors at ISSB
O-8	Authoritative	Authoritative	A bit immature
O-10	Permissive	Permissive	Lacks persuasiveness
O-14	Authoritarian	Permissive	Slow, inhibited, rigid, ltd effort
O-16	Authoritarian	Authoritarian	Lacks comprehension, persistency, blocking tendency, evading tendency, immature, non-committal

Code	Parenting style Projected	Parenting Style Assessed	Remarks on their Performance by Assessors at ISSB
O-30	Authoritative	Authoritative	Good except physical aspects
S-1	Authoritative	Authoritative, at times Permissive	Good performance
S-20	Authoritarian	Authoritarian	Avoid risky sit, insecurity, tensed
S-25	Authoritarian	Authoritarian	Ltd responsibility, anxiety, insecurity, avoiding responsibility
S-32	Authoritarian	Mostly Authoritarian	Insecurity, lack of confidence, shaky, not fully reliable
S-33	Authoritarian	Permissive	Lacks dynamism, shaky, disorganized under stress

Source: Analysis of data from ISSB and interview

It can be seen from table 1 that the military offsprings of Code O-8, O-30 and S-1 have adequate standard in all five factors of personality traits and their weaknesses are also few. Certainly their parents' 'Authoritative' style parenting helped them to develop healthy personality. All other seven cases discussed in the above table show weaknesses in multiple aspects both in subjective and objective assessment. The parenting styles of their parents are either 'Permissive' or 'Authoritarian.' So, it is clear that ***“Better parenting style can significantly influence the development of personality traits of military offspring.”***

KEY FINDING FROM THE ANALYSIS

General Observations

The following facts are found during the research while studying the reference papers, summary of the comments of assessors and the summary of Focused Group Discussion:

- Military offspring are getting different and better environment inside cantonment or bases. However, the environment is a bit restricted and they miss the opportunity to mix with non-military friends. Again, the offspring are only mixing with own peer group.
- There are some differences in the environments of officers and soldiers. Officers' offspring get little bit exposure to social programs, but they are not practically involved in preparing the programs. The soldiers generally remain involved with each other family matters and matters related to children. This case is often missing in officers' community except same course's community.
- The assessors are not satisfied with the overall performance of the military offspring in respect of their personality traits.

Strength and Weaknesses of Officers' Offspring

Some strength and weaknesses general in nature were found in the process of this study in respect of the military offspring of Bangladesh. They are:

a. Strengths

- (1) Satisfactory moral and ethical values.
- (2) Adequate intellectual ability.
- (3) Good communication skill in English.
- (4) Good at theoretical comprehension ability.
- (5) Trustworthy.

b. Weaknesses

- (1) Lack of practical intelligence and sense.
- (2) Lack of physical fitness.
- (3) At times shows insufficient physical courage.
- (4) Easily gives up under stressful and demanding situation.
- (5) Avoids difficult situation.
- (6) Remains casual about life and task.
- (7) Faces difficulties in group work.
- (8) At times shows selfish attitude.

Strength and Weaknesses of Soldiers' Offspring

The strength and weaknesses of soldiers' offspring are:

a. Strengths

- (1) Good performance in physical activities.
- (2) Satisfactory practical intelligence and ability.
- (3) Pragmatic.
- (4) Persuasive.
- (5) Tries his best to perform.

b. Weaknesses

- (1) Regards to the ethical and moral values is not always satisfactory.
- (2) Lacks comprehension, fails to assimilate a bit difficult situation.
- (3) Lacks moral courage.
- (4) Fluctuating attitude lacks consistency.

- (5) Suffers from inferior complex, insecurity.
- (6) Shows much materialistic and goal seeking attitude.

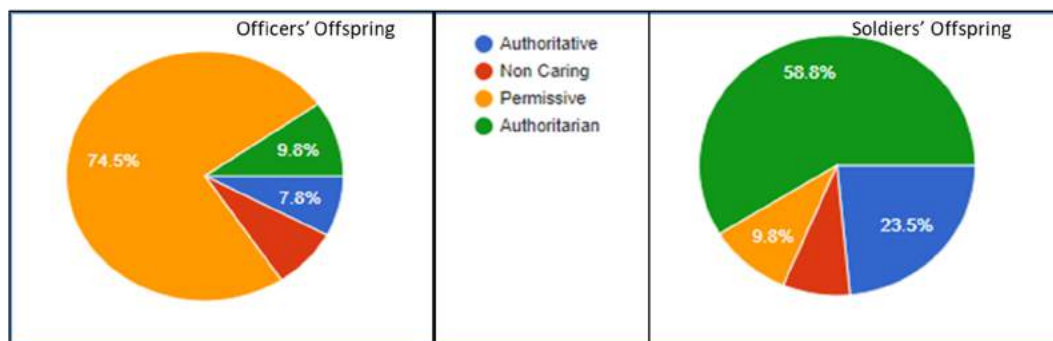
Probable Reasons for Current Parenting Deficiencies

Every individual is differently grown up. The factors effecting the development of personality traits are also different. It is difficult to generalize the reasons. One interesting common reason was found during this study that military parents are not aware of the effect of parenting style. There remains a sort of blindness about the impact of parenting style in military society.

Officers

- a. In most of the cases, 'Permissive' style of parenting is seen in case of officers' offspring.
- b. In most of the cases, officers (especially mothers) show over caring attitude while grooming his child. They employ extra facilities to support the child. Thus the child gets shallow idea and experience about real life. Once they are put in outside world and environment, they face difficulties to cope because of their lack of practical intelligence. They at times try to avoid hardship and gives up while facing difficult and unknown situation.
- c. Lack of quality time passed with the family members. There remains lack of interaction between father and children. Mere going out to take food or watching movie doesn't suffice the requirement. At times parents remain inside home but may be passing time watching games or facebook.(Interview with Prof Shimul)
- d. Hardly officers' offsprings hear 'No' when they demand something. Officers feel obligated to fulfill the requirement to cover up the insufficient involvement with child.

Figure 6: Assessors opinion about the military parenting style



Source: Assessors opinion through survey

Soldiers

- a. In most of the cases, ‘Authoritarian’ style is seen in case of soldiers’ offsprings.
- b. Soldiers generally put excessive pressure on their child to attain a certain goal. They try to control the development period of their child by imposing many aspiration. Mostly, the children of soldiers grow up in a very autocratic environment.
- c. The soldiers often transmit their dissatisfaction, lack of motivation and criticism in front of their children at home. They at times lie in front of their children. Their lack of ethical values influences their children to disregard ethical stand while achieving goal.
- d. The emotional environment at home is not healthy.
- e. Lack of idol in their environment and society. Even the father fails to create a good image to their children.(both Brigadier General Ibrahim and Professor Shimul pointed out this issue)

Challenges Faced by Military Parents

Military parents of Bangladesh face different challenges in grooming up their children in a healthy way. Some of the difficulties are of individual level and some are of organizational level. Some of the difficulties are given below:

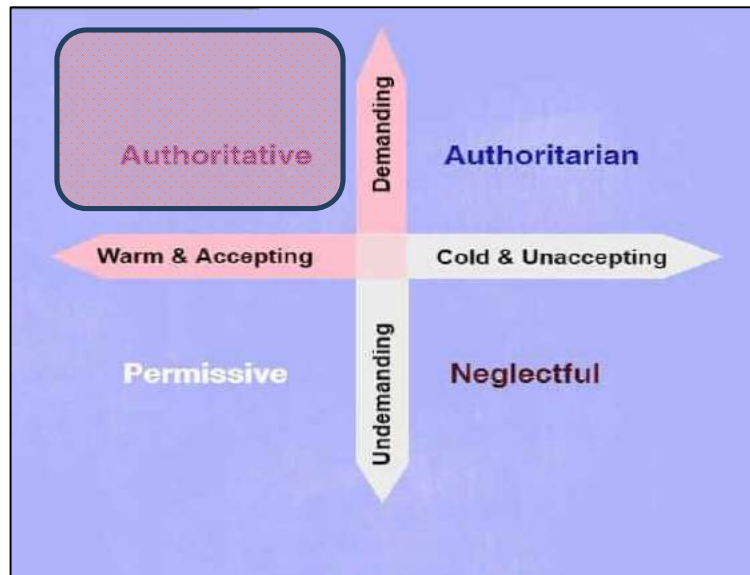
- a. Insufficient knowledge on parenting style and impact.
- b. Inability of identifying true potential of own child; rather putting unreal expectation.
- c. Inability to balance between authoritarian and permissive behavior as parents. Most of the parents remain in any of the extreme sides.
- d. Insufficient quality time passed with family due to service requirement.
- e. Frequent change of area, school and community.
- f. Absence of community counselor who could advice on the aspect of healthy grooming.
- g. The general concept that achieving good grade in exam is the ultimate success; thus ignoring some important aspect of personality traits.

SUGGESTIVE MEASURES/ WAY FORWARD

Individual Level- Parenting Style

The military parents may follow the ‘Authoritative’ parenting style with warmth relation with children. The first quarter of the following figure will bring better result for the military children.

Figure 7: Suggestive Parenting Style.



Source: Baumrind's parenting style

Suggestions for Officers

Officers may make a balance in his parenting style. Followings are recommended:

- Officers need to ensure that his children are not grown up as pampered kid by putting some household responsibilities on him/her. Love and affection can continue side by side with a controlled parenting.
- Children might be made self-dependent. He/she must be able to complete own work by himself/herself. Dependency on soldiers to help children should be avoided.
- Parents need to keep sharp eye on the whereabouts of their child. Mere giving instruction might not work. Parents must have knowledge about their children's friends and daily routine.
- Spending quality time, friendly interaction and sometimes acting as teacher would certainly help in healthy grooming up.
- Officers may sometimes say 'No' to the demand of his child even if it is under his capacity to fulfill. It will help him facing the unwanted situation or reality of the world.

Suggestions for Other Ranks

- Soldiers may avoid very strict attitude towards his children by replacing strictness with counseling and motivational interaction.

- b. The expectation level may be set reasonably. They may avoid putting too much pressure on their child. Gradual pressure according to the capacity is a better option for healthy development.
- c. Soldiers may create an ethical environment at home by practicing ethical behavior by parents. They might avoid criticizing the service or seniors at home. A positive tone at home will create a sound moral tone.
- d. Soldiers may at times spend some quality time in good restaurants and buy some quality gift that will broaden the child's horizon.

Home Environment

Children need to grow in an environment of positive reinforcement where reward-punishment methods are used as give and take basis. On the large, the child must feel happy and positive with himself and parents. That will boost up his moral to achieve positive goal in life. Love is a powerful tool for parents but that may also spoil him. Sometimes deprivations are required to the kids to be able to realize the reality of life. Parents should spent time with our kids, teach them ethical values and social norms. They should put less pressure for study and give ample time for playing. Mature handling of children in tough but very essential in these days.

Setting Example

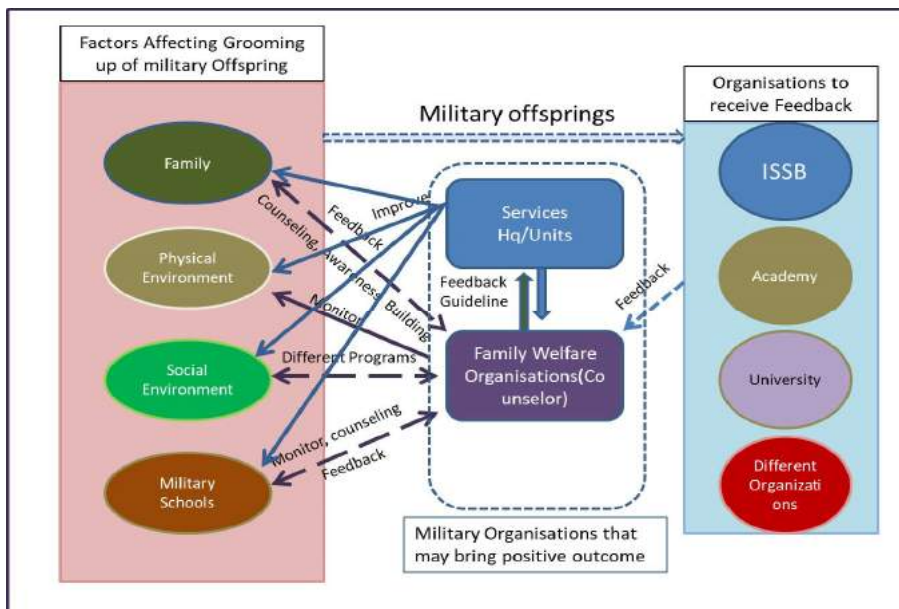
It is important for the parents to set example in front of their children. Parents need to set personal example to remain as a role model for their children especially in the childhood.

Organization Level

The military organizations may come forward in this regards because these children are the future of the country and the organizations will prosper if the families prosper. A flow chart of suggestive measures by the military organisations is given at figure 8. There are few recommendations appended below that services may adopt:

- a. Organization may ensure that officers and men get sufficient time with their family.
- b. Military offsprings may be given training on sports and cultural events. Competitions might be arranged involving the military children.
- c. Dedicated 'supervising wing' may be included in family welfare organizations on better parenting. Psychologists may be appointed as counselor who will monitor the environment and grooming up of the children and provide guideline and counseling to the parents and the schools.
- d. The military schools may employ a counselor or psychologist to help the students grow in a healthy psychological environment.

Figure 8: Suggestive measures for military organizations



Source: Prepared by author

- e. The importance of better parenting might be taught to the officers so that they can act accordingly and motivate the men under them.
- f. Mother of a family has the most important role to play. Military personnel may be encouraged to marry an educated (with good family background) girl. In this regards, COs may motivate young Officers in an informal discussion and for Soldiers in Darbar. Senior Officer present in the unit CO/ 2IC may also share their experience of life with young officers. Formal thing like Study Period or Training module may not help that much. Informal, educative and warm approach will work more on this.

CONCLUSION

The development of personality traits of an individual depends on many interrelated determinants like parenting, home environment, society, heredity, physical, emotional etc. In case of Bangladesh, in present day's socio economic culture, most of the determinants are mostly controlled or influence directly or indirectly by parents. This statement is more prominent in case of military parents. Thus, parenting is likely to be the most prominent determinant that influences the development of personality of a military offspring.

The development of the personality traits of military offspring's is not in a standard that is expected from them. They are not performing as per their potential. Most probably, something is going wrong in military parenting. It is found from study that most of the military personnel are not aware of the impact of parenting on the personality

development of their children. Officers are found to be more permissive and soldiers are more authoritarian in their approach. Both are harmful for healthy grooming.

To overcome the present situation, parents should play as a role model in front of their child, give more quality time with warmth relation, make a balance between autocratic behaviour and over caring attitude and allow the child to mix up with other social elements. The services should allow the officers and men to pass sufficient time with their child. More research is required in this sector for a better future generation of the military child.

Both the individual and organisations should come forward to mitigate the problem and help developing the personality traits of military offspring in a healthy way because they are the future of the country. As 45th Premier of South Australia Jay Weatherill said, “I believe investing in our children’s development from the earliest age is the single most contribution we can make...”

RECOMMENDATIONS

Few recommendations in respect of better parenting of military personnel are:

- a. Services may organize lectures and workshops in regular basis covering the importance of better parenting style amongst officers and men. Officers may also motivate the men under them regarding parenting and role of educated mother on the grooming up of children.
- b. Dedicated ‘supervising wing’ may be included in family welfare organizations on better parenting. Psychologists may be appointed as counselor who will monitor the environment and grooming up of the children and provide guideline and counseling to the parents and the schools.
- c. Military schools may play important role in grooming up of military offsprings. Quality of education including co-curricular and extra-curricular activities need to be ensured. The number of students might be kept according to the capacity of the schools.
- d. Services may put importance on providing sufficient quality time to the families by military personnel.

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COOPERATIVE MARITIME DOMAIN AWARENESS: ADDRESSING NON- TRADITIONAL MARITIME SECURITY CHALLENGES IN THE BAY OF BENGAL

Commander Anoop Sharma, Indian Navy

ABSTRACT

The Maritime Domain Awareness (MDA) is a term that involves being aware of all activities in maritime domain of one's area of interest to support necessary actions at strategic, operational as well as tactical levels. However, research indicates that achieving the so called 'Comprehensive MDA' with purely national level efforts is almost never feasible. This is mainly due to the vast and diverse nature of maritime domain and lack of adequate resources. The non-traditional maritime security challenges (NTMSCs) such as piracy/ armed robbery, poaching, gun running, drug/human trafficking have enormous potential to cause significant harm to various littoral states. The same is true for the Bay of Bengal region as well. Cooperation to address these NTMSCs is essential since most of these NTMSCs are transnational in character. 'Cooperative Maritime Domain Awareness (CoMDA)' is a concept that is aimed at generating comprehensive MDA to address these NTMSCs through cooperative surveillance of maritime domain, generation, analysis and dissemination of actionable information between consenting states. The researcher has attempted to undertake a mixed method study to validate the usefulness of CoMDA in addressing NTMSCs in the Bay of Bengal. Both quantitative and qualitative analyse indicate that CoMDA would positively influence the effectiveness of addressing NTMSCs by the BoB states. However, there are many challenges due to dynamics of international politics in the BoB. The researcher found that the issue of mistrust and willingness is more at strategic level thinking rather than operational level. The stakeholders at operational level are willing to cooperate in action against these common challenges. They consider lack of resources as a major problem that could be overcome by collective action. A CoMDA framework could be operationalised in the region under the aegis of an existing cooperative mechanism or an independent framework. However, transparency, inclusiveness, unbiased functioning and proactive participation by the consenting states would be crucial for success of a CoMDA mechanism.

INTRODUCTION

The Maritime Domain Awareness (MDA) is a term involving awareness of all activities in maritime domain to support necessary actions at strategic, operational and tactical levels. MDA is recognised as a critical tool for addressing both traditional and non-traditional maritime security challenges (NTMSCs). However, Somali piracy/ armed robbery, 2008 Mumbai terrorist attacks and natural disasters have demonstrated the difficulty in achieving the so called 'Comprehensive MDA' with purely national level

efforts. This is mainly due to the vast and diverse nature of maritime domain and lack of adequate resources. NTMSCs such as piracy/ armed robbery, poaching, illegal, unreported and unregulated (IUU) fishing, gun running, drug/human trafficking, illegal immigration and natural disasters have potential to cause significant socio-economic harm and adversely affect geo-political security and stability. The same is true for the Bay of Bengal (BoB) region as well.

Various international initiatives to address NTMSCs such as Djibouti Code of Conduct (DCoC) and 'Regional Cooperation Agreement for Combating Piracy and Armed Robbery Against Ships in Asia' (ReCAAP) have proved useful in combating piracy and armed robbery through cooperative information sharing. However, there has been very limited cooperation for maritime security in the BoB limited mainly to strategic levels and some instances of adhoc operational level cooperation. The feasibility of cooperation between the BoB states for addressing NTMSCs in the region needs to be explored.

'Cooperative Maritime Domain Awareness (CoMDA)' envisages generating comprehensive MDA to address the NTMSCs through cooperative surveillance of maritime domain, generation, analysis and dissemination of actionable information between consenting states. Mutual international cooperation at regional/ sub-regional levels between countries for building up a common and coordinated maritime domain picture could be argued as the first step towards addressing the aforesaid NTMSCs collectively.

Despite ample research effort on MDA worldwide, the concept of CoMDA - international cooperation at regional/sub-regional level for MDA for addressing NTMSCs effectively, particularly in the BoB region needs to be examined. Identification of major NTMSCs, scope, requirements, challenges and possibilities for a functional CoMDA mechanism is also essential for the same.

AIM

The aim of this paper is to examine the impact of a regional framework for CoMDA in BIMSTEC on effectiveness of maritime security measures for addressing NTMSCs in the BoB states.

NTMSCs IN THE BoB: A THREAT TO REGIONAL STABILITY

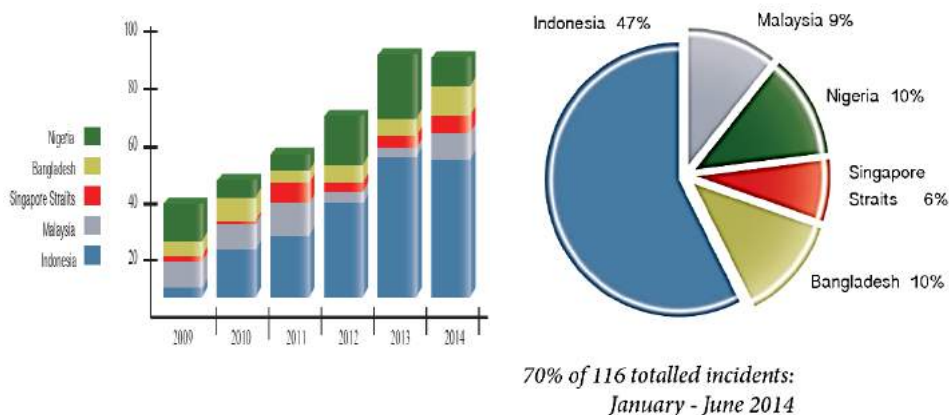
Emergence of NTMSCs. The maritime security services operate across the full spectrum of conflict ranging from non-violent conflict ranging from political, ideological and economic competition to the violent nuclear conflict. Their mandated operations are classified under military, constabulary, diplomatic and benign roles. The maritime security perspectives of most nations have been traditionally focused on conventional threats until the beginning of the 21st century.

Post Cold War incidents such as 1993 Mumbai serial blasts were the early indicators of emerging NTMSCs though they were seriously considered only after the 9/11 terrorist attacks in US. Piracy in Somalian waters and Strait of Malacca, 2008 Mumbai terrorist attacks, LLTE in Sri Lanka and more recently Rohingya migrant crisis are indicators of the latest NTMSCs confronting us. There is a need for paradigm shift in approach for tackling these transnational NTMSCs which often requires maritime security agencies to operate out of their assigned jurisdiction.

NTMSCs in the BoB. Bangladesh, India, Myanmar and Sri Lanka are the four littoral states of the BoB. Each country has peculiar and often diverging geographical, social, cultural aspects leading to differing perspectives on individual national interests. However, there is a general convergence of views on detrimental effect of NTMSCs and the need for addressing them effectively. Further, terrain and porous nature of borders and transnational nature of NTMSCs suggests need of a regional approach. The major NTMSCs in the BoB region are briefly discussed below:-

- a. **Piracy/Armed Robbery.** Despite the lack of international attention and absence of any major incident, piracy/ armed robbery are relevant to the region. Smaller vessels and fishing boats have often been targeted in the BoB by pirates and armed robbers posing a serious threat to the growth and sustenance of Blue economy in the region (thefinancialexpress-bd, 2017). Over 1000 fishing boats were attacked between 2012-14 off Bangladesh (enodoglobal.inc, 2014). The possibility of piracy in Malacca Strait spilling over into rest of the BoB cannot be ruled out.

Figure 1: Comparative Trends of Piracy for Bangladesh 2009 – 2014



Source: www.enodoglobal.com

- b. **Drug Trafficking.** The BoB region is part of the major drug trafficking routes of the world. Besides the socio-economic harm, drug trafficking has also been linked to funding of terrorist activities. Sea routes are convenient for drug cartels to

facilitate transfer of large consignments. Recent data indicates an increase in the smuggling of drugs by sea in the region (UNODC, 2016).

Figure 2: Main Drug Trafficking Routes



Source: Husna Mohammed, *Arabian Gazette*

c. **Gun Running.** 6.4 million Small arms accounting for about one percent of the global small arms are believed to be in the hands of various non-state actors (Chansoria, 2010). Insurgent groups in India's North Eastern states, Chittagong hill tracts in Bangladesh and LTTE in Sri Lanka are known to have been provided arms by cartels engaged in arms trafficking through sea routes.

d. **IUU Fishing/ Poaching.** IUU fishing and poaching can irreversibly harm the fragile marine ecosystems and cause socio-economic damage to coastal communities. Piracy in Somalian waters due to destruction of local coastal subsistence economy based on traditional fishing practices by large scale unregulated commercial fishing is a case in point. (Wier, 2009). Illegal vested interests may harvest the untapped living resources in the BoB to the social and economic disadvantage of coastal communities dependent on fishing.

e. **Human Trafficking.** Though exact figures are difficult to estimate, various sources place annual figures for South Asia to be around 150000 (Asian Development Bank, 2003). Incidents such as the Rohingya migrant crisis of over 5000 migrants abandoned at sea by traffickers in 2015 and more recent influx in 2017 may become a serious social, economic and security challenge.

f. **Maritime Terrorism.** 2008 Mumbai terrorist attacks highlighted the vulnerability of coastal cities. Growing number of maritime assets of developing economies provide easy targets and wide publicity for terrorist groups. Detecting and preventing such attacks is difficult due to inherent limitations of sensor based intelligence, surveillance and reconnaissance at sea and jurisdictional issues. Terrorist groups such as LTTE, Lashkar-e-Taiba and Al Qaida have already demonstrated their capability of maritime terrorism.

g. **Maritime Accidents.** Maritime accidents such as MH370 crash pose a serious challenge to the maritime security agencies. Quick mobilisation of SAR platforms and real time information sharing is critical during such incidents.

h. **Natural Disasters.** The BoB is a natural disaster prone area with frequent cyclones, earthquakes, floods, landslides affecting all the states of the region. Despite significant progress in disaster mitigation, some natural disasters such as 2004 Tsunami may not be adequately managed by individual national efforts.

j. **Climate Change and Environmental Degradation.** Doubling of the cyclonic activity in last 122 years is the most visible effect of climate change in the BoB (Shameem & Siddiqi, 2013). Climate change may have serious socio-economic and geo political ramifications due to the negative impact on agricultural, sea faring and other economic activities in the region.

NTMSCs: A Threat to Regional Stability and Security. NTMSCs in the BoB emanate from overlapping geopolitical and social situations ashore. They also effect the regional security and stability. Localized incidents or challenges in the maritime domain may have widespread regional security and bilateral relationship implications as seen during the recent Rohingya crisis.

Cooperative Approach for Addressing NTMSCs. Despite considerable national level efforts in the BoB, NTMSCs discussed above indicate the need to analyses effectiveness of individual national efforts. Many cooperative mechanisms in the IOR partially address maritime security challenges on a strategic level. However, the operational level cooperation is limited in scope and effect. Effectiveness of any cooperative approach would depend on prioritization, various geo-political, military, social and economic factors and challenges.

CoMDA : BUILDING REGIONAL MDA IN THE BAY OF BENGAL

Defining MDA. International Maritime Organization (IMO) defines MDA as effective understanding of any activity associated with the maritime environment that could impact upon the security, safety, economy or environment' (IMO, 2010). Developing MDA entails integrating, processing and disseminating to concerned stakeholders sensor and procedure based information from various sensor systems and other sources of information about various activities in the maritime domain. Some of

these activities are fishing and merchant shipping traffic, MSAR, natural disasters, maritime accidents and crimes.

Comprehensive MDA – Idealism vs Practicality. The vastness of maritime domain and activities therein makes it extremely difficult to achieve comprehensive MDA for any single nation. The heart of MDA is accurate information, intelligence, surveillance and reconnaissance of all vessels, cargo, and people extending well beyond the maritime boundaries of individual nations (Jau, 2007). However, it may not be prudent to assume that achieving comprehensive MDA is no more than a wishful fantasy (Jau, 2007) as the technology to facilitate MDA through a comprehensive network of information sharing mechanisms exists. What is required is cooperation in detection and monitoring of all activities in the maritime domain and information sharing (Dhowan, 2017). There is no dedicated regional MDA framework between the BOB states except certain bilateral MoUs and information sharing mechanisms between individual countries (Dhowan, 2017).

Individual National Capabilities – A Limited Effort. Incidents such as 2008 Mumbai terrorist attacks, 1993 serial blasts in Mumbai and problems of drug, human and arms trafficking highlight the inadequacy of individual national measures. This is due to the vastness of the sea, dense traffic particularly in the Southern BoB, often rough weather conditions and technical difficulties in positive identification and monitoring.

CoMDA – An Approach for Building Regional MDA

Concept, Scope and Levels of CoMDA. Geo-strategic location of states in the BoB and their maritime capabilities provide the possibility of comprehensive MDA to address NTMSCs through mutual cooperation, **hence, the term Cooperative Maritime Domain Awareness (CoMDA)**. The scope and levels of CoMDA could span the whole spectrum of information generation from various sensors and systems, processing and dissemination at strategic, operational and tactical levels formalised through a mutually agreeable mechanism. Organisations like IONS and BIMSTEC could facilitate strategic level CoMDA. The scope could be expanded to integrate individual information sharing networks to develop a common BoB regional MDA or recognised maritime picture (RMP). The cooperation may be extended to tactical level cooperation through joint/ co-ordinated patrols, presence cum surveillance missions (PSM) and unit level sharing of RMP depending on experience and mutual confidence built upon. Initiatives such as ReCAAP and Djibouti Code of Conduct are good instances of the same.

Communications and Connectivity for CoMDA. Many technologies are operationally available for communicating the CoMDA picture between all stake holders. These include multi-tiered and interactive data/ voice communication through V/UHF and HF frequencies, satellites and internet for real time and seamless connectivity between ships and aircraft at sea and shore based monitoring and processing centres. Many such mechanisms are in progress or already in use by mechanisms such as GMDSS, port VTMS and individual national mechanisms such as the National Maritime Domain Awareness Project (Times of India, 2014) (NMDA) of India.

Regional CoMDA and NTMSCs in the BoB. MDA is often acknowledged as a critical tool for addressing NTMSCs effectively. Initiatives of CoMDA such as DCoC, ReCAAP ISC to address specific NTMSCs are claimed to be highly successful. Thus, the feasibility of a CoMDA mechanism to address the NTMSCs in the BoB more effectively needs to be examined. The suitable scope, level, means of communications and connectivity for information sharing along with challenges involved and opportunities for possible cooperation need to be identified for a functional CoMDA mechanism.

CoMDA: AN ESSENTIAL FOR EFFECTIVENESS IN ADDRESSING NTMSCs

General

The impact of a CoMDA framework for effectively addressing NTMSCs in the BoB was examined through both qualitative and quantitative analysis. The indicators of the independent variable CoMDA are the opinion on its necessity, scope and levels of cooperation and perception on adequacy of existing levels of cooperation in maritime security mechanism. Perceived adequacy of individual national efforts to address NTMSCs and their prioritisation could be considered as the indicators of the dependent variable, i.e. effectiveness of addressing NTMSCs. The relationship between the CoMDA and effectiveness of addressing NTMSCs in the BoB were qualitatively analysed through data from SMEs, Case Studies and FGD supported by univariate and bivariate analysis of quantitative data from structured questionnaire survey. The findings of analysis are discussed below.

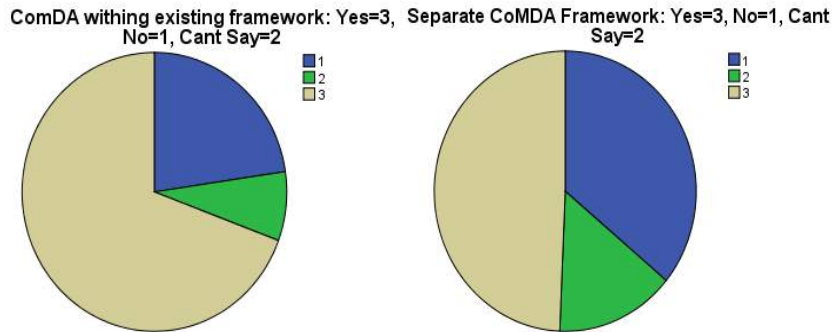
An Analysis of CoMDA Indicators

Need for CoMDA and Level of Cooperation. Both quantitative and qualitative data reveal a strong opinion advocating need of CoMDA at least at strategic and operational levels. Case studies of DCoC and ReCAAP ISC reveal information sharing as the main factor in checking growth of piracy without any significant change in force deployment levels in the region. A mean of 2.91 on 3 point scale and 93.3% survey respondents advocating the need of CoMDA with 3.95 on 5 point scale favouring both strategic and operational level cooperation validates the opinion of SMEs interviewed and FGD.

Preferred Mechanism and Scope of Information Sharing. Subject literature and SMEs' opinions indicate openness to a CoMDA mechanism within or outside the existing mechanisms as long as it is operationally functional. While India is open to bilateral/multilateral initiatives, Bangladesh is inclined towards a mechanism within an existing framework. Mean analysis of quantitative data suggests distributed opinion indicating undecidedness or non-relevance of the issue even though 69.3% respondents favoured an existing mechanism.

Figure 3: Frequency Analysis – CoMDA within Existing ora Separate Cooperative Framework

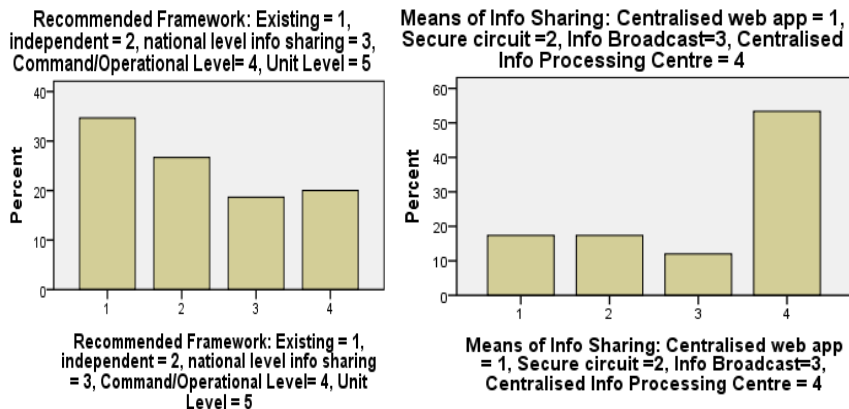
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Source: Survey Results

Preferred Framework and Means of Information Sharing. Mean analysis suggests preference for independent autonomous framework with dedicated assets and regular information broadcasts on dedicated frequencies as preferred means of sharing information. Both SMEs emphasised on the need of formulating a mutually acceptable framework as the technology for sharing information is available in region at centres such as Information Management and Analysis Centre (IMAC) at Gurugram in India.

Figure 4: Frequency Analysis – Recommended Framework and Means of Information Sharing



Source: Survey Results

An Analysis of NTMSCs Indicators

Priority of NTMSCs. Qualitative data indicates presence of all significant NTMSCs in the BoB. However, the priority perception of the NTMSCs is often different. While India sees maritime terrorism and piracy as major challenges (Dhowan, 2017), Bangladesh is concerned with illegal immigration particularly in light of Rohingya issue

and drug smuggling (Ahmed, 2017) and Sri Lankans highlight IUU fishing as a concern (FGD, 2017). Quantitative analysis however, indicates similar priority levels for all NTMSCs with a mean range of 4 to 5 on a 9 point scale. Frequency analysis and T-Test reveal higher priority for drug trafficking, illegal immigration and IUU fishing/poaching compared to other NTMSCs.

Table 1: Priority of NTMSCs - One-Sample Statistics (T Test)

	N	Mean	Std. Deviation	Std. Error Mean
Piracy/Armed Robbery	75	4.96	2.089	.241
Terrorism	75	4.48	2.220	.256
Drug Trafficking	75	4.00	2.066	.239
Arms Smuggling	75	4.31	2.248	.260
Human Trafficking	75	4.17	2.298	.265
Poaching/IUU Fishing	75	3.88	2.248	.260
Natural Diasaters	75	4.17	2.390	.276
SAR	75	5.12	2.295	.265

Source: Survey Result

Adequacy of National Effort. Both qualitative and quantitative data indicate almost universal agreement on inadequacy of individual national level efforts to address the NTMSCs. Lack of resources and the vastness/ diversity of maritime domain along with transnational character of NTMSCs are identified as the major reasons. 82.7% respondents considered the existing national efforts highly adequate.

CoMDA for Addressing NTMSCs Effectively

Quantitative Analysis. Spearman's correlation was carried out between the 'CoMDA' as independent variable and 'effectiveness of addressing NTMSCs' by using SPSS. Both variables were expressed as ordinal variables obtained from the means of its indicators and correlated which indicated positive correlation two tailed significance level at 0.01 thus validating the hypothesis of CoMDA increasing the effectiveness of addressing NTMSC in the BoB states.

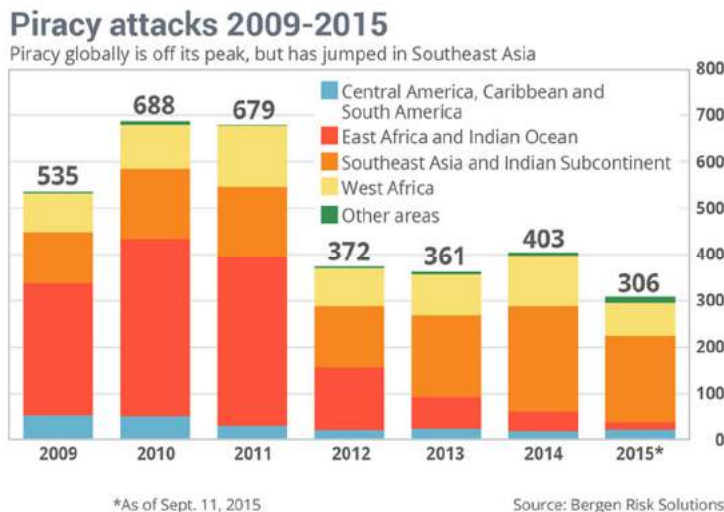
Table 2: Correlation between CoMDA and Effectiveness of addressing NTMSCS

			Mean of CoMDA Indicators	Mean of NTMSCs Indicators
Spearman's rho	Mean of CoMDA Indicators	Correlation Coefficient	1.000	.415**
		Sig. (2-tailed)	.	.000
		N	75	75
	Mean of NTMSCs Indicators	Correlation Coefficient	.415**	1.000
		Sig. (2-tailed)	.000	.
		N	75	75

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Survey Results

Qualitative Analysis. Case studies of ReCAAP and DCOC indicate positive trends attributable to improved awareness without any significant increase in other aspects of addressing NTMSCs. It was also validated with views of SMEs interviewed and FGD participants advocating CoMDA at operational level despite recognition of existing challenges (Ahmed, 2017) (Dhowan, 2017). Further, subject literature also advocates the need of cooperative security mechanisms to address NTMSCs in South Asia and South East Asia qualitatively validating the hypothesis.

Figure 5: Area Wise Trends of Piracy, 2009 – 15

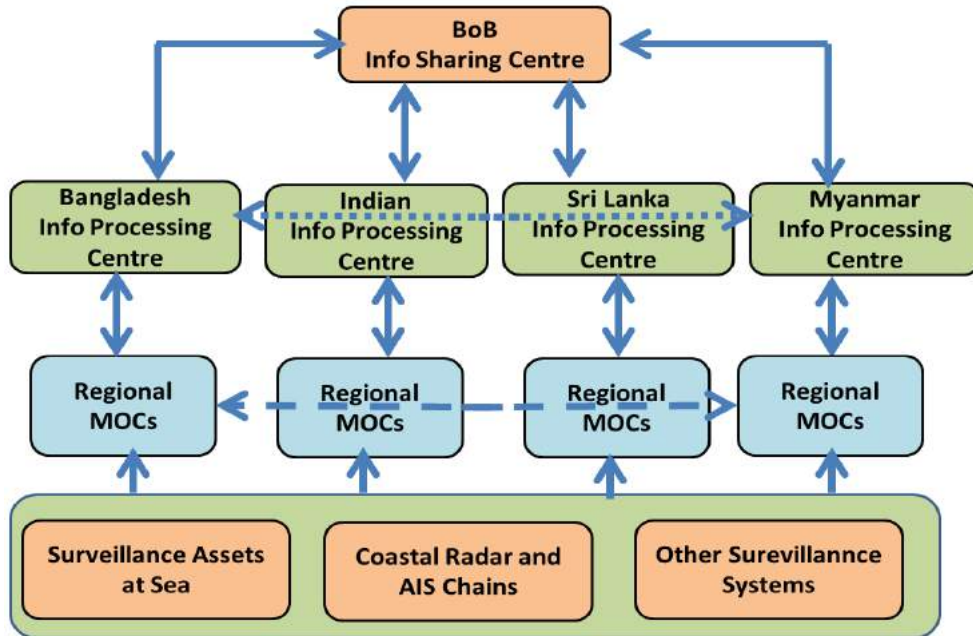
Source: marketwatch.com

Challenges, Opportunities and Possibilities

Challenges – Converging Views; Diverging Interests. There is unanimous view (98.6%) on necessity and relevance of CoMDA to effectively address NTMSCs. However, divergent views were observed on the challenges in operationalizing a functional CoMDA mechanism for the BoB region with mean of major challenges varying between 2.44 to 3.27 on a 5 point scale. However, analysis reveals perception difference between strategic and operational/tactical level thinking. Strategic level thinking laments the lack of mutual trust and often diverging national security interests (Ahmed, 2017) (Dhowan, 2017). However, lack of resources and vastness of the maritime domain are considered as the real challenges for CoMDA by personnel at operational/ tactical level. Case studies of initiatives such as ReCAAP ISC and DCoC suggest that mutual trust and good will is a positive spin off of cooperation in sharing and information.

CoMDA – An Ocean of Opportunities. The commonality of security concerns arising out of transnational NTMSCs provides ample opportunities for the BoB states for a functional and effective CoMDA mechanism. The cooperation could be in terms of resources, assets and type of information. Both qualitative and quantitative analysis suggest that initial cooperation could be started in fields with converging views like natural disasters, SAR, piracy/armed robbery, narcotics/ gun running at sea. The scope could later be expanded to more sensitive matters such as maritime terrorism, IUU/poaching and illegal immigration as mutual trust and goodwill is built upon. Similarly, the level of CoMDA could be expanded from operational level to tactical level cooperation.

A Functional MDA Framework – Multiple Options. A mechanism under the aegis of already existing cooperative mechanism in the region such as BIMSTEC or IONS could be suitable at strategic level. Alternately, a stage wise multilateral cooperative mechanism with option to include additional members may also be adopted. A dedicated centralised facility at regional level on lines of IFC manned by a multi-national crew from participating countries with rotating command could be the way forward to facilitate unbiased, inclusive operations at operational level. Use of already existing facilities such as IMAC, Gurugram or individual national level maritime operations centres (MOCs) may be explored. However, a really comprehensive MDA over the entire BoB region would need the proverbial ‘Boots on the Ground’, that is surveillance assets such as ships and reconnaissance aircraft at sea. Allocation of areas of responsibility (AOR) covering areas of individual national jurisdictions as well as beyond it could be made in the BoB with a designated participant country to deploy specified assets in its AOR. The AORs could be mutually agreed upon depending on the maritime capabilities of each participant nation. A diagrammatic representation of the proposed model for CoMDA in the BoB is appended below:-

Figure 6: A Possible CoMDA Mechanism for Addressing NTMSCs in BoB

Source: Researcher's Construct

Findings of the Research. The major findings of the research are summarised below:-

- a. Despite the diversity of NTMSCs affecting different BoB states, there is a general concurrence on equal priority for all NTMSCs in the BoB region.
- b. Individual national efforts and the existing level of cooperation in the BoB states are inadequate to address NTMSCs effectively.
- c. A suitable CoMDA framework between the BoB states would help in addressing various NTMSCs more effectively.
- d. While strategic thinking suggests mistrust and conflicting national interests as the main challenges, vastness of maritime domain and lack of resources are considered as the major obstacles at the operational/ tactical levels.

RECOMMENDATIONS

In view of the positive correlation between CoMDA and effectiveness of addressing NTMSCs in the BoB, following is recommended:

- a. A thorough feasibility study may be initiated between the BoB states to work out the most suitable framework for a CoMDA mechanism under the aegis of a regional maritime security initiative such as IONS.

- b. A multi-national regional working group may be set up to assess and identify individual national capabilities, resources and limitations for a CoMDA mechanism and suggest measures for collective capability building.
- c. The aforesaid working group may assess the possible scope of a CoMDA initiative by identifying mutually agreeable high priority NTMSCs.
- d. If feasible, a facility such as IMAC, Gurugram integrated with national and command level centres may be set up as the Bay of Bengal Information Sharing Centre for developing CoMDA for the BoB region by coordinating between the participating states.
- e. The regional facilities setup for a CoMDA framework may be manned by a multinational crew for a transparent and inclusive environment and proactive participation from all states.

CONCLUSION

Cooperative MDA (CoMDA) envisages multifaceted cooperation between states at strategic, operational and possibly at tactical level aimed at developing awareness of all activities in the maritime domain. The scope of cooperation includes observation, generation, analysis and dissemination of relevant and actionable information to address the traditional and non-traditional maritime security challenges (NTMSCs). The BoB region is highly vulnerable to many NTMSCs such as piracy/armed robbery, narcotics and gun running, IUU fishing/ poaching, natural disasters, illegal immigration. These NTMSCs pose a serious threat to regional security and stability. Individual capacities of the BoB states are inadequate to develop a comprehensive MDA due to lack of resources, vastness of maritime domain and transnational nature of NTMSCs. A CoMDA framework within the BoB states could help in addressing the NTMSCs effectively. There is a need to explore the feasibility of operationalising a CoMDA framework between the BoB states, at least at strategic and operational levels to address these NTMSCs within or outside the aegis of an existing cooperative mechanism such as BIMSTEC or IONS. Available facilities and technology may be used for operationalising a CoMDA framework. Transparency, inclusiveness, unbiased functioning and proactive participation by the consenting states would be crucial for success of a CoMDA mechanism in the BoB states.

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EVALUATION PROCESS OF BANGLADESH NAVY SAILORS AND ITS IMPACT ON THEIR OVERALL PROFICIENCY AND WORK ENVIRONMENT

Commander M Moazzem Hossain, (E), BN

ABSTRACT

Evaluation process of BN sailors considerably contributes in enhancement of overall proficiency and work environment of BN. However, various factors like technological and socio-economic changes, expansion and modernization of BN has significant influence on sailor's proficiency and work environment which are not addressed in existing evaluation process. Moreover, existing evaluation system of BN sailors inherently possesses some drawbacks that are not conducive to the enrichment of proficiency including work environment. Therefore, reformation of the evaluation process is felt necessary to address shortcomings evolved from recent changes and from those inborn. The researcher conducted research taking a hypothesis that 'reformation of existing evaluation process of BN sailors will significantly enhance sailor's proficiency and overall work environment.' Although researches were conducted only on performance appraisal system of BN sailors, but the holistic evaluation process that entails training evaluation, feedback and outcome has not been covered yet. It motivated the researcher to carry out a holistic analysis to find out drawbacks of the existing evaluation process of BN sailors. The performance evaluation has been studied under three broad categories which are: performance evaluation in ships and establishment, performance evaluation in training institute and finally performance evaluation in NHQ. Drawbacks and limitations have been identified in each category of evaluation. In doing so, number of techniques/tools were applied which incorporates survey, secondary data analysis, personal interviews, discussion with friendly overseas officers and researcher's self-experiences. The research study finally recommends few possible measures to overcome the challenges which will eventually enable evaluation system to be effective in enhancement of overall proficiency of BN sailors and the work environment.

INTRODUCTION

Evaluation process of any personnel fundamentally encompasses those activities through which efficiency of individual is examined, recorded, intimated and processed for subsequent employment. Performance evaluation contributes not only in shaping individual's proficiency but also in achieving organizational goal. Evaluation process is variedly designed to suit the purpose of specific organization, and needs periodic examination to validate its effectiveness. However, the purpose of any evaluation process focuses predominantly on enhancement of overall proficiency as well as improvement of work environment. Therefore, performance evaluation process needs to be time worthy but flexible.

Recent expansion of BN vis-à-vis lack of required number of personnel entrusted added responsibilities to officers and sailors. Besides, BN's involvement in national and international sphere has increased in many folds. Good number of sailors is presently deputed to various tri-service, paramilitary and public organizations. Therefore, evaluation process is often discriminated for individuals in different organizations. Furthermore, distinct changes in socio economic condition, widespread use of communication and information technology has brought considerable behavioral changes in BN sailors.

Evaluation process contributes to improve personnel efficiency, achieving organizational goal, determining training requirement, rewarding personnel and selection for promotion or termination and integrate human resource planning. Some broader objectives of performance evaluation such as determination of the overall organizational proficiency, identification of training need and ascertaining lapses in training and recruitment process are not very noticeable in both Headquarter and unit level in BN. Training evaluation system also has not been modified to address various issues including technological changes. Performance evaluation other way sets goal for the sailors. Often over employment of officers leads the evaluation issue to be less prioritized for them. Evaluation influences morale of sailors and acts as source of motivation. Therefore, evaluation process needs to be carefully designed and should consider all relevant factors. It is the need of time to decide whether restructuring of existing evaluation process of BN sailors is required or not. This paper will highlight the drawbacks of existing evaluation process of BN sailors to improve proficiency and work environment. It will then suggest ways out for achieving time worthy evaluation system of BN sailors.

Contemporary Thought on Performance Evaluation

Certo in his publication described five important organizational functions of evaluation. The functions are: to guide personnel actions, reward employees, provide individuals with information for their own personal development, identify training need, integrate human resource planning and coordinate other personnel functions (Certo, 1985)". Gold aptly mentioned, 'Making judgment about an employee's contribution, value/worth, capability and potential has to be considered as a vital dimension of a manager's relationship with employees (Gold, 1994)". Cascio describe performance appraisal as systematic description of an employee's strengths and weaknesses. He further mentioned that performance appraisal serves two major purposes in organizations: firstly to improve job performance of employees and secondly to provide information to employees and managers for use in making decisions (Cascio, 1986)'.

Present Evaluation Process of BN Sailors

Present evaluation process of BN sailors entails two major aspects: firstly, the assessment of sailors in units by their Commanding Officers (CO) and secondly, evaluation of sailors in various training and courses. These two assessments are recorded in sailors' Service Record Book (SRB), and are also maintained in Naval Head Quarters

(NHQ). The Drafting Authority (DA) in NHQ is the sole authority that deals with the evaluation process of sailors, and is responsible for the maintenance of summary of record and promulgation of policy in regard to evaluation. Bangladesh Navy sailors' Information System (BNSIS) software maintained at DA contains elaborate information of individual sailor's evaluation which is updated time to time (Nahian, 2017).

Evaluation in Ships/Establishment

Annual Assessment. Sailors are assessed in their individual units by their commanding officer each year on 31 December. This annual assessment is broken down into character and efficiency assessment which takes into account the behavioral and disciplinary aspects of a sailor. The efficiency assessment is based on five major attributes- Initiative, ability to command, professional knowledge, turnout and bearing, games and sports (NR). Efficiency assessment represents the proficiency of individual sailor in a particular professional environment.

Half Yearly Recommendation. In accordance with NR, half yearly recommendation of sailors qualified for advancement is forwarded to DA by the CO of each ship/establishment on 31st March and 30th September each year (NR). CO also recommends accelerated advancement for sailors both qualified and non-qualified. However, for non-qualified sailor, CO may recommend such advancement only for six percent of the total number of sailors born in his unit. However, it may be extended up to 7 percent of the total sailors born.

Assessments in Other Occasions. Sailors are assessed by CO in case of transfer to other units so as to provide new CO an overview of individual's character and efficiency standard. Moreover, DO's remark is written on five more occasions other than annual assessment. The occasions are:

- a. Transfer of sailor to other units.
- b. Change of Divisional Officer (DO).
- c. On being examined for higher rank.
- d. On completion of Petty Officer's course.
- e. Change of division by sailor.

Divisional Record. A Divisional Record Book (DRB) is maintained in each division of every ship and establishment by the DO to record various events of a sailor. DRB serves to provide DO instant information and chronological record of performance of a sailor which is taken into consideration during annual assessment.

Evaluation in Training and Courses

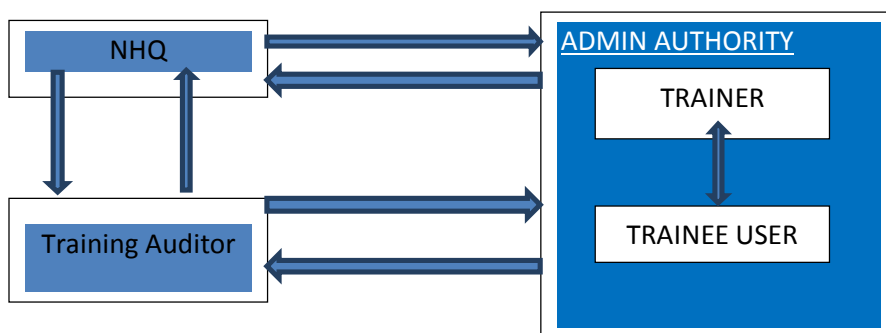
Assessment system in different training institutes, that has impact on overall evaluation, varies depending on its curriculum, extent and requirement.

Training Evaluation Process. Examinations are conducted in different schools to evaluate individual sailor. These examinations are in the form of both written and oral. The Results are published in terms of percentage. On completion of the training, compiled results and course report for each participant are forwarded to DNT. A copy of result sheet is also kept in individual sailor's SRB. The seniority is awarded to each sailor based on their result in accordance with Navy Instruction (NI) 10/66 which was promulgated back in 1966. According to NI 10/66, a sailor can obtain one month to maximum six months seniority for a given course. However, maximum 18 months seniority can be obtained by any sailor in his entire career.

Training Feedback. Feedback form is intended to evaluate sailor's performance in unit on completion of a particular training and identify the scopes to improve in training system. Feedback form is returned to respective school by each unit after ten weeks of observation. This feedback system which is shown below in Figure 1 serves to:

- a. Show the efficiency of training system.
- b. Study the strength and weakness of training system.
- c. Affect any mid-course correction if necessary.

Figure 1: BN Feedback Model



Source: Naval Training Directorate

Evaluation of Sailors in NHQ

Drafting Authority (DA) receives the annual assessment, half yearly recommendations, training and course results, summary of major punishments of sailors from ships/ establishments and training schools. In addition to the advancement of sailors, these evaluation factors affect the selection for:

- a. UN Mission.
- b. Local courses.
- c. Higher rank qualification courses.
- d. Foreign and specialization courses.
- e. Divisional and Leadership (DL) courses.

Evaluation Process and Proficiency of Sailors

Sailors, in their units, are divided into various small divisions consist normally of 30-40 sailors in each division and remain under constant observation of DOs and Assistant Divisional Officers (ADO). This very divisional system itself has notable impact on maintaining desired level of proficiency (Chowdhury, 2017). Again as the annual assessment done by the CO has substantial influence on sailor's career, undoubtedly, this process drives the sailors, to acquire certain level of proficiency so as to survive the race. Although one of the objectives of an evaluation process is to obtain a holistic picture of organizational proficiency, BN have not institutionalized this aspect in sailors' evaluation process.

Evaluation Process and Work Environment

Positive work environment is a factor, along with many, of work-life balance, recognition of hard work, team spirit, cooperation, training and development. Impact of present evaluation process on work environment will depend on how these aspects are addressed. Present process recognizes hard work through rewarding in the form of advancement, UN mission, course abroad, selection of which is based on the obtained grade in assessment and training. Team spirit and cooperation are intrinsically incorporated in evaluation process as these are assessed for a sailor in unit. Thereby the evaluation process has impact on maintaining and improving work environment. However, certain factors like lack of balance in performance and rewards often impair attainment of congenial work environment.

Drawbacks of Existing Evaluation Process

BN is gradually expanding and being modernized. Due to the acquisition of new platforms and expansion of work periphery, number of sailors has also increased with time. Induction of modern platforms and use of sophisticated equipment calls for good technological knowledge and high mental uptake of sailors. Besides, this expansion has also caused officers to be engaged in additional activities. Moreover, changes in socio economy and culture brought considerable changes in behavior and perception of sailors. Another important aspect of evaluation system is to obtain feedback from the assessment in order to find out lapses and determine training requirements. In light of these considerations, there are limitations in present evaluation process of BN sailors to enhance proficiency and work environment.

Assessment in Units

Insufficient Attributes. Efficiency assessment of sailors is carried out on five traits which appear to be insufficient, as many other important attributes of sailors, like leadership traits, cooperation, adaptability, courage and integrity, intellectual ability etc. are not incorporated (Ahmed, 2017). Again some attributes are not equally significant for all ranks of sailors. For example, a sailor of the rank of Able Seaman (with service length 3-6 years) does not have much to display in leadership. On the other hand it is one of the

predominating traits for a JCO. Evaluating them under same attributes often results in debilitated assessment.

Limited category of Assessment. Although there are four categories of assessment but as a matter of fact, sailors' assessment remains confined mainly within two categories, 'super and satisfactory'. 'Moderate' is very rarely given and 'Inferior' is given to a sailor only when he is discharged from service. Absence of any provision for numerical assessment in NR remained a grey area in sailors' assessment. However, on 17th May 2012, a policy was promulgated by DA through a letter to assess sailors numerically along with existing categories prescribed in NR, according to following Table:

Table 1: Different categories of assessment of BN sailors

Efficiency	Numerical Assessment
Super	7.00 – 10
Satisfactory	4.00 – 6.99
Moderate	3.00 – 3.99
Inferior	1.00 – 2.99

Source: NHQ letter 06.02.2626.103.03.019.12.2271 dated 17 May 2017

Although in unit level this policy has been implemented, but in overall evaluation numerical assessment is not yet taken into cognizance (Sajia, 2017). Moreover, a wider range of numerical value from 7.00 to 10 is allocated for the category 'super', which appears to be too large and warrants the inclusion an intermediate category.

Unique Assessment System. Presently, all sailors of BN, irrespective of their ranks, are assessed through a unique system. As the sailors ascend in their rank, requirements of proficiency level change. For instance, Junior Commissioned Officers (JCOs) are expected to exhibit more leadership qualities, ability to organize, power of command and intellectual capability. Absence of specific guideline and institutionalized frame work for assessing different ranks of sailors often presents an evaluation anomalous to achieving required level of proficiency.

Temporary Transfer. BN has been expanded remarkably in recent days. The vision of the chief of naval staff implies that, the work periphery of BN will be extended in national and international arena, beyond its entrusted role. This additional commitment calls for additional officers and sailors. Moreover, induction of new platforms, addition of different wings and services to BN also necessitates additional sailors. Moreover, to cope with this increasing demand, sailors are often attached to other units for time being. However, this temporary attachment period remains unmonitored and eventually not recorded (Ahmed, 2017).

Deputation. Sailors are also transferred to various other paramilitary and civil organizations on deputation where they are exposed to a different work environment. Due to the difference in perception of evaluators, evaluation in deputation is either exaggerated or underrated. Most of the deputed sailors face such work environment and pattern of job with which they are not familiar with or trained for. Therefore, the core professional efficiency is not always reflected in the assessment process.

Overemphasizing Previous Assessment. Due to some flawed perception, a sailor who once obtains the grade 'super' continues with that grade for quite long time unless a grave fall in his performance or discipline is duly observed. For a sailor retention of 'super' doesn't seem as challenging as that of obtaining it. This very perception among sailors results in less initiative taken by them (Ahmed, 2017).

Half Yearly Recommendation. Maximum 7% sailors of any unit are eligible for accelerated advancement (red recommendation). It holds good for a unit where mixture of sailors of different grades is available. But for some units of BN, which are very sophisticated and manned by selected and best lot of sailors almost all of whom are graded super, selection of 7% sailors becomes a complicated issue. Sailors who have not been recommended for accelerated advancement in those units on this pretext, might have obtained red recommendation in other units in a relatively lesser competitive environment.

Shortage and Over Commitment of Officers. Due to expansion of BN and its various other commitment in national and international field, officers are increasingly overcommitted. Moreover, almost all units have shortage of officers to fulfill the requirements of the units. Furthermore, officers are frequently transferred and entrusted with additional responsibilities. Therefore, they are allowed less time to observe individual, guide and supervise (Ahmed, 2017). In addition, frequent changes of DOs have negative impact on performance evaluation.

Evaluator's Knowledge. Grades given to sailors in annual assessment may vary depending upon the perception, experience and maturity of officers involved in this process (Naihan, 2017). There is no institutionalized training of officers on performance appraisal or evaluation techniques. Therefore, young officers, with limited experience, are often biased to previous grading.

Evaluation in Training and Courses

Number of positive steps has been undertaken by training directorate in NHQ which positively improved the training evaluation process of sailors. However, certain drawbacks still prevails that influence the proficiency of sailors.

Flawed Perception on Training. The term training implies the act of imparting a specific skill or behavior to a person whereas education is a process of systematic learning that develops sense of judgment and reasoning in personnel. This concept is yet to be apprehended in overall mechanism of training and its evaluation. Because of retrospective mind set, many instructors in training school find it difficult to differentiate between these two (Sanjida, 2017). This misconception leads to a faulty evaluation

process that does not truly match up the enabling objectives of training. Written examination is considered to be the yard scale to measure sailors' intellect and skill. This does not hold good for all categories of training and even for all modules within a training program.

Instructors' Quality. Instructors in training schools are mostly sailors of BN who are selected on the basis of their professional competency but not necessarily on their knowledge on evaluation. This gap in their knowledge along with misperception on essence of training contributes to flawed evaluation (Sanjida, 2017).

Feedback Process. Although the Introduction of feedback process has brought important changes in training evaluation system, attainment of the objective of this is often challenged by certain factors. Feedback form in some cases is filled up as routine matter which does not depict the true picture of the training standard. Over commitment of officers, misperception, less priority given to feedback is some of the reasons attributable to this. Moreover, a tendency of awarding same percentage in feedback form as that obtained in course, persists among evaluators (Sanjida, 2017).

Course Report. As a matter of fact, course reports prepared by training schools are not held in sailors' SRBs. Therefore, a complete picture of the strength and weaknesses of sailors in a particular training/ course is not known by the units. Mere a result sheet in SRB cannot clearly project the skill and efficiency of a sailor that the unit can explore.

Overall Evaluation in NHQ

Evaluation in NHQ plays the most vital role in shaping a congenial work environment and proficient sailors. However, this evaluation has few drawbacks as depicted below.

Feedback System. In a modern performance appraisal process, the requirements of inclusion and improvements of training, supervision and guidance are identified through a trend analysis and feedback process. This concept is yet to be introduced in the performance appraisal process of the BN sailors. Therefore, holistic picture of the overall proficiency and its trend cannot be ascertained through the existing evaluation system. Furthermore, unavailability of complete performance report of individual sailor in NHQ, as there is no provision of such, does not allow obtaining a holistic picture of sailors behavior pattern, their intellect, strength and weaknesses (Chowdhury, 2017).

Evaluation and Outcome. Points allocated for selection of different panels, such as UN mission, courses in home and abroad, appear to be irrational. For each 'super' minimum 1 point is allotted whereas for each months of seniority in training and courses 1 point is also allotted (Naihan, 2017). Similarly one point is allocated for each year of sea service, rank service and total length of service. The collective points determine the precedence of sailor in the list of those panels. However, various other considerations such as previous record of foreign tours, cruise, courses and training abroad are made to strike balance in selection process (Sajia, 2017). This point system offers less priority to the annual assessment thereby, the core proficiency of sailors attained throughout the year.

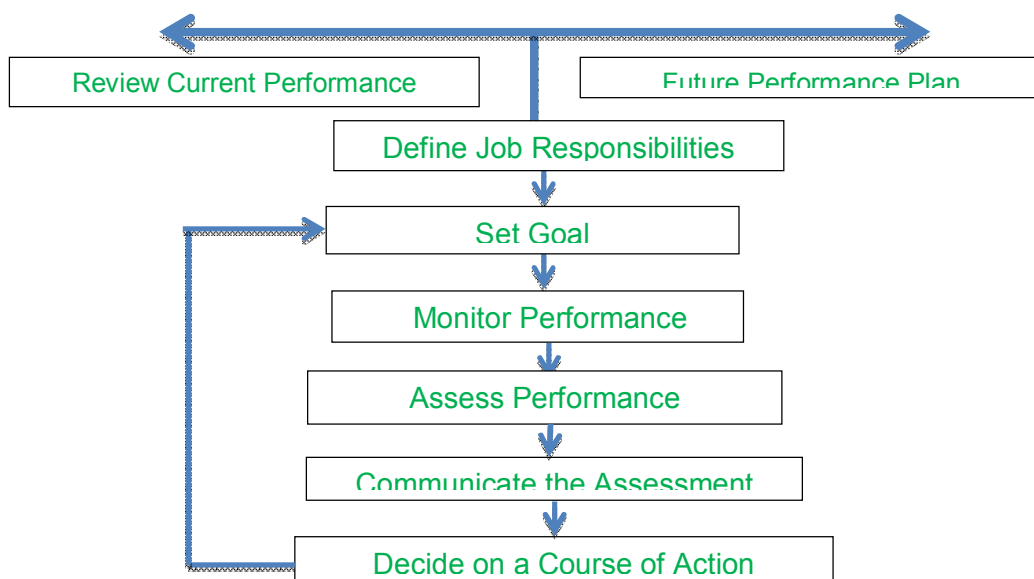
Addressing Social and Technological Changes

Social and technological changes have greatly influenced human behavior which influences proficiency of BN sailors. Sailors recruited in the recent years are more exposed to Information Technology, social media and internet which instill certain ideology and views in them. Furthermore, due to the induction of new modern platforms and sophisticated system, sound technical knowledge of sailors emerged as of paramount importance. Unlike other services, these technological changes warrant more cognitive skills among sailors than non-cognitive skills. Such skill or efficiency can not only be imparted through training and hardship unless supported by the certain level of individual's intellect. It is one of the functions of evaluation feedback that determines level of such proficiency in the entire organization and set standards for training as well as recruitment.

Ways to Achieve Time Worthy and Effective Evaluation Process

Performance evaluation, as a repetitive cycle, should be designed as shown in following Figure 2:

Figure 2: Performance evaluation design guidelines



Source: Author's self-construct

Annual Assessment in Units

The process of annual character and efficiency assessment of sailors in units needs to be reviewed in order to address its limitations. This aged old system, needs complete restructuring. Following options are deemed to be effective in formulating a time worthy assessment system:

Numerical Assessment. NHQ ltr no 06.02.2626.103.03.019.12.2271 dated 27 May 2017 has given a broad outline of numerical assessment of sailors. Although the attributes are not incorporated in sailors' SRB, but due considerations are given by the CO of units while assessing sailors. However, in the overall evaluation, numerical grade is yet to be considered as yardstick for efficiency. Numerical assessment can be widely practiced and accepted as normal mode of annual assessment in all echelon of service.

Annual Confidential Report. Bangladesh Army, Bangladesh Air Force and many other neighboring navies practice Annual Confidential Report (ACR) for assessment of sailors and equivalent rank. Introduction of such system in BN will allow the complete picture of sailors' performance, attributes, strengths and weaknesses to be visualized by all echelons. Moreover, an ACR will give elaborate information about proficiency along with description of work environment under which a sailor performed his/her job. This detailed information can be further processed for enhancement of sailor's proficiency and improving work environment.

Different Assessment System for JCOs and NCOs. Present assessment process is unique for all ranks of sailors. As BN is presently experiencing scarcity of officers, it would be difficult to maintain ACR for all sailors. Therefore, ACR can be introduced only for JCOs (Ahmed, 2017). Hence, an option for reforming annual assessment system can be regarded as to introduce ACR only for JCOs while keeping the existing system valid for other ranks.

Half Yearly Assessment. Sailors are presently being assessed once in a year. Half yearly assessment can be helpful in those circumstances where sailors and Dos are transferred frequently and continuity of performance monitoring cannot be maintained. However, considering the present workload of officers, this provision may appear as additional burden for them. In order to strike balance an shortened half yearly assessment report as may be considered.

Assessment in Deputation and Temporary Transfer. Gradual expansion of BN would further increase the number of sailors in such duties. Remedial measures should focus on minimizing the effects and bring the similarity in evaluation process as close as possible (Naihan, 2017). A performance assessment report containing details of employment, efficiency in work, attitude towards assigned task along with other personal and professional attributes can be sought from units where sailors are temporarily attached. For deputation of sailors to any organization where officers are not familiar with performance assessment process of BN, a detail report containing holistic picture of sailors' employment, performance, and attitudes might be sought alongside regular assessment in SRB. This report can further be analyzed by concerned section of NHQ (DA) to find out any exaggeration or underestimation in performance assessment.

Review and Feedback. Performance evaluation should take into account the review of initial assessment by obtaining feedback from sailors. Sailors should be given

opportunity to provide their opinion on their work environment, difficulties faced, training deficiency and how these were dealt. They can also be asked to do self-assessment. A formal review prior annual assessment can be considered and institutionalized in the process of assessment. This will allow two way communications between CO/DO and sailors. Thereby, it will positively help to understand sailors' perception for improving proficiency, identify training needs, encourage and motivate sailors and promote team work and cohesion.

Training of Officers in Evaluation Process. Inadequacy of officers' training especially junior officers' understanding on evaluation technique, often lead to fundamental errors in evaluation. It in turn contributes to faded morale and motivation and degraded proficiency. Appropriate training on evaluation technique, human psychology encompassing the military/naval specific requirements can be imparted to officers in their basic courses.

Other measures. Following measures are deemed necessary to deal with present challenges of evaluation process:

- (1) Transfer of sailors and officers are to be regulated so as to prevent the adverse effects on performance evaluation.
- (2) Sailor's Record Book needs to be modified to incorporate attributes pertinent to performance assessment (Naihan, 2017).
- (3) In order to make the numerical assessment effective an intermittent grade between super and sat needs to be considered (Ahmed, 2017).

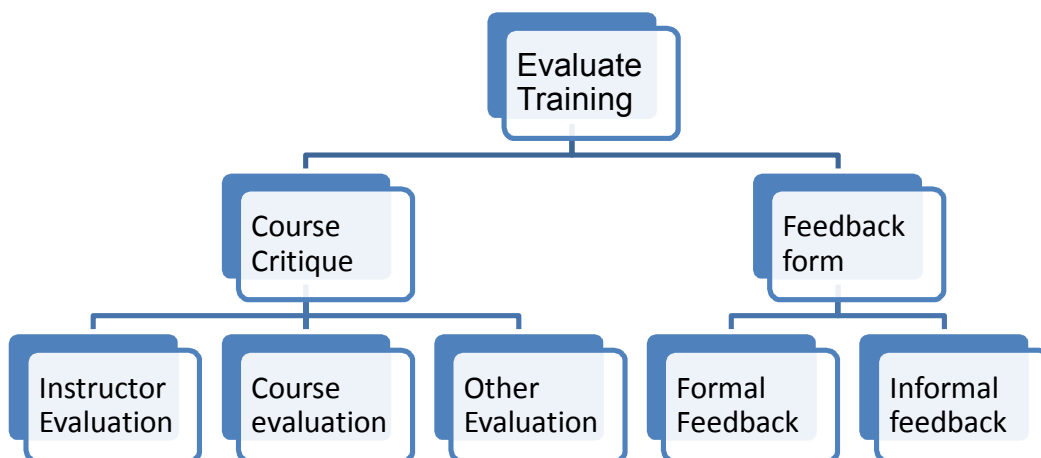
Evaluation in Training

As a continuous process NHQ is pursuing to institutionalize various systems for improving overall training standard. However, some ways out for improving training evaluation process for enhancing proficiency is appended below:

Effective Functioning of Training Design and Evaluation Cell (TDEC). TDEC, which was introduced by BN with limited capacity in all training institutes, Naval Headquarters and Area training offices, needs to be immediately formed in all training institutes and area training office as per proposed organogram and TOR.

Evaluation Procedure. Every component of the training system will have the responsibility to the evaluation of training. The major role will be played by feedback obtained at different level. Evaluation of all components of BN training may be conducted at their end on the basis of following Figure 3:

Figure 3: Conduct of training evaluation in BN



Source: Author's self-construct

Reviewing of Trainee Assessment Process. Present trend of typical written and oral examination system needs to be associated with skill based evaluation (Sanjida, 2017). Assessment system should focus on achieving enabling objectives of training. Following steps can be considered in this regards:

- a. Grading given by units in feedback report may be added in the final grading.
- b. Different scenario based exercise according to service requirement may be designed to ascertain individual's skill.
- c. Instructors must be trained on the process of assessment.
- d. Course Report must explicitly depict the details of strength, weakness and special ability. This should also be forwarded to units along with SRB.

Evaluation in NHQ

Feedback System. Feedback system of overall evaluation process of BN sailors should be designed to improve proficiency of sailors as well as organization. It should focus on the flow of information to all echelon so as to allow them to take corrective measures in order to offset the drawbacks. A basic design of feedback mechanism is depicted below in Figure 4:

CONCLUSION

As a repetitive and continuous process, Performance Evaluation contributes in achieving required level of individual and organizational proficiency. However, various factors like changes in socio economy, technological adaption, expansion and modernization often affect the performance evaluation. Therefore, evaluation process should be flexible and variedly designed to suit the purpose of specific organization. It needs periodic examination and review in order to retain its effectiveness. With the same note, acquisition of new modern platforms and equipment and recent expansion, considerably affect the performance and work environment of BN sailors. Therefore, performance evaluation process of BN sailors needs to address these changes. Moreover, an aged old evaluation system appears to be ineffective in enhancement of proficiency and work environment of BN sailors.

Evaluation process of BN sailors is narrowly focused only on performance assessment of individual. However, other broader objectives of performance evaluation such as enhancement of the overall organizational proficiency, identification of training need are overlooked. Evaluation process should be objective based and converge to the achievement of organizational goal. Therefore, factors and changes that affect sailors' proficiency should be addressed in the evaluation process. In light of these, evaluation process of BN sailors has many drawbacks that hinder achievement of required level of proficiency and work environment.

In order to enhance the proficiency of sailors and improve work environment, the present evaluation process of BN sailors need restructuring. This restructuring should cover all aspects of evaluation system that should also consider for organizational changes.

RECOMMENDATIONS

Following recommendations are made in order to make evaluation process of BN sailors effective in enhancing proficiency of BN sailors and work environment:

- a. Service Record Book (SRB) of sailors may be redesigned to incorporate more personal and service attributes.
- b. Annual Confidential Report (ACR) may be introduced alongside SRB to forward report of particular sailor to NHQ.
- c. Sailors of all ranks may be numerically assessed instead of present system.
- d. Sailors in ships or establishments may be assessed in 30th June of each year.
- e. Performance report may be sought from units where a sailor is temporarily attached on completion of attachment. Similar report may be generated for sailors in deputation alongside regular assessment report.

- f. On completion of preliminary assessment, sailors may be asked to carryout self-review. This would allow two way communications.
- g. Formal training on evaluation process may be imparted to officers during their basic training and subsequent courses.
- h. Training Design and Evaluation Cell (TDEC) may be implemented in all operational unit of BN including Administrative Authority's training office. It will require retention of existing initiative and further it through effective policy.
- j. Training assessment should be replaced by modern methods of evaluation. Instructors must be trained on the process of assessment. Course Report must explicitly depict the detail of strength, weakness and special ability.
- k. An evaluation and monitoring cell under DA may be formed in order to obtain and analyze feedbacks from different units
- l. Certain policy regarding translation of performance grading into tangible outcome needs to be revisited.

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Captain Arif Ahmed Mustafa, (G), psc, BN, Commanding Officer BNS HAJI MOHSIN, interviewed on 05 Oct 2017

Commander Ahmed Sabbir Naihan, (G), BN, Section Officer, Drafting Authority, NHQ, interviewed on 03 September 2017

Lieutenant Commander Sajia, (L), BN, Section Officer, Drafting Authority, NHQ, interviewed on 03 September 2017.

Lieutenant Commander Reza Ahmed Ferdous, (S), BN, Section Officer, Drafting Authority NHQ, interviewed on 03 September 2017.

Instructor Lieutenant Commander Sanjida, BN, OICTEDC, DNT, NHQ, interviewed on 03 September 2017.

Commander Anoop Sharma, IN, Student Officer, DSCSC, interviewed on 23 October 2017.

Lieutenant Commander Sami, PN, Student Officer, DSCSC, interviewed on 23 October 2017.

Lieutenant Commander Sudesh Bandula, SN, student officer, DSCSC, interviewed on 23 October 2017.



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Cdr Moazzem attended various courses in home and abroad.

EMPLOYMENT OF AIRWOMAN IN BAF: PROSPECTS AND CHALLENGES

“Today every American can be proud that our military will grow even stronger, with our mothers, wives, sisters and daughters playing a greater role in protecting this country we love.”

U.S. President Barack Obama

Wing Commander Md Ahsan Habib, GD (P)

ABSTRACT

BAF has decided to recruit airwoman very soon. Since this is a new phenomenon, it demands a thorough analysis. There is also a general concern that if the airwoman are inappropriately employed, they may fail to perform to the optimum and thereby adversely affects the organizational progress. As such the airwoman need to be appropriately employed to unleash their potentials. This research is about the identifying different challenges of employing airwoman and find out probable remedies to enable their effective utilization in BAF. Thereby the hypothesis is framed as “Appropriate employment of airwoman will enable their effective utilization for the organizational progress of BAF”. The researcher has applied number of tools for data collection which includes content analysis, surveys, interview, focused group discussions and researcher’s own experience. The analyses has found many challenges on this issue. It is also evident that, if the challenges are not mitigated, they will pose barriers in attaining and maintaining the organizational progress. However, to mitigate the challenges, both immediate and long term measures have been identified and suggested. If these are materialized, airwoman will be able to work with professional competencies and positively contribute to the achievement and maintenance of organizational progress.

INTRODUCTION

In Bangladesh, women constitute almost half of the total population. Considering their potentials civil sectors have progressed significantly in women employment. Meanwhile, in persuasion with the government policy military services also started enrolling female officers since 2000. Besides, Bangladesh Army (BA) and Bangladesh Navy (BN) has already started inducting female soldiers and sailors in their respective services. Being one of the leading service in military, BAF has also decided to recruit airwoman very soon. Though BAF is experienced with the dealing of female officers, but induction of airwoman will be a new phenomenon. Traditionally BAF nurtured a male environment and do not have women friendly attitudinal and infrastructural set up. There are many superstition and rigidity in the attitude of BAF personnel. They are apprehensive about the outcome of having airwoman. Some of them are realities and some are myths. Therefore, a logical and thorough analysis is needed to examine those

and undertake appropriate measures if so warranted. BAF is a military organization where its desired progress fully depends on combined effort of all its personnel. So, when airwoman will be in service, they will have to also shoulder the responsibility and contribute to the desired progress of BAF. But there is a general concern that if the airwoman are inappropriately employed, they may fail to perform to the optimum and thereby adversely affects the organizational progress. As such the airwoman need to be appropriately employed to unleash their potentials.

AIM

The aim of this research is to ‘identify prospects of employing airwoman, different challenges of their employment and find out probable remedies to enable their effective utilization in BAF’.

PROSPECTS AND SCOPE OF EMPLOYING AIRWOMEN

Prospects of Employing Airwoman in BAF

Throughout the world female folks are participating in the military services especially in Air Force and proving their worth besides the male counterparts. However, the airwoman can be employed in BAF for the following obvious reasons:-

- a. **Abiding by the Constitution of Bangladesh.** The constitution of Bangladesh; Article 28 (2), 29 (1) guarantees equal rights and non-discrimination between men and women in all state and public affairs. Woman should be allowed to participate in any job (basing on their physical and mental ability) with their male counterparts. BAF must abide by this constitutional directives.
- b. **Achieving Sustainable Development Goals.** Bangladesh is still lacking behind in woman empowerment and gender equity issue. So, by providing job to the young girls, BAF can contribute in achieving sustainable development goals of Bangladesh in woman empowerment issue. Most of the female respondents of survey also think the same.
- c. **Participation of BAF in National Development and Image Building.** Involvement of women in in national development is significant in all spheres of life. But, participation of woman in BAF is very meagre, as such BAF could induct appropriate number of woman and contribute to the national development and at the same time build up the image of BAF.
- d. **Meeting Manpower Crisis.** Sometimes Directorate of Recruitment faces difficulties to get quality candidates for airman. Besides, many suitable candidates are also not interested to join as airman considering opportunities outside. Under this circumstances, recruiting young and smart girls can be a great option of filing up the manpower crisis of BAF.

- e. **Better Sense of Responsibility and skill.** From the practical experience it is found that woman shows better sense of responsibility and have stronger sense of right and wrong. Besides, woman are found to be very skilled in handling sophisticated equipment because of their inherent build up. A professional organization like BAF can capitalize this issue and employ them in appropriate places.
- f. **Administrative and Logistic Advantages.** It is very likely that many of the airwoman will marry airman. Thereby, by providing support to single family in medical, accommodation, rations, school or other aspects, BAF will get the service from two airman. This can help BAF to save some budget.
- g. **Better Environment for Female Officer.** When the female community will be larger, the authority will have less difficulties in providing those support to the female folks.
- h. **Preparing Scope for the Girls to Serve the Nation.** In present days girls are interested to join military services to serve the nation. By recruiting these motivated girls, BAF can fulfill its own requirement and at the same time induction of airwoman will encourage other woman from under developed society to come forward and serve the nation.

UNLEASHING POTENTIALS THROUGH APPROPRIATE TRADE SELECTION

“Give a girl the right shoes and she’ll conquer the world.”
- Marilyn Monroe

Inappropriate Trades for Airwoman

The survey findings suggest that there is little scope to employ airwoman in Grd Crew, Armt Fitt, GE, MTOF, GC, Pro, Admin Asst and Air Crew trade. Employing them to those trades are not preferred by the respondents also.

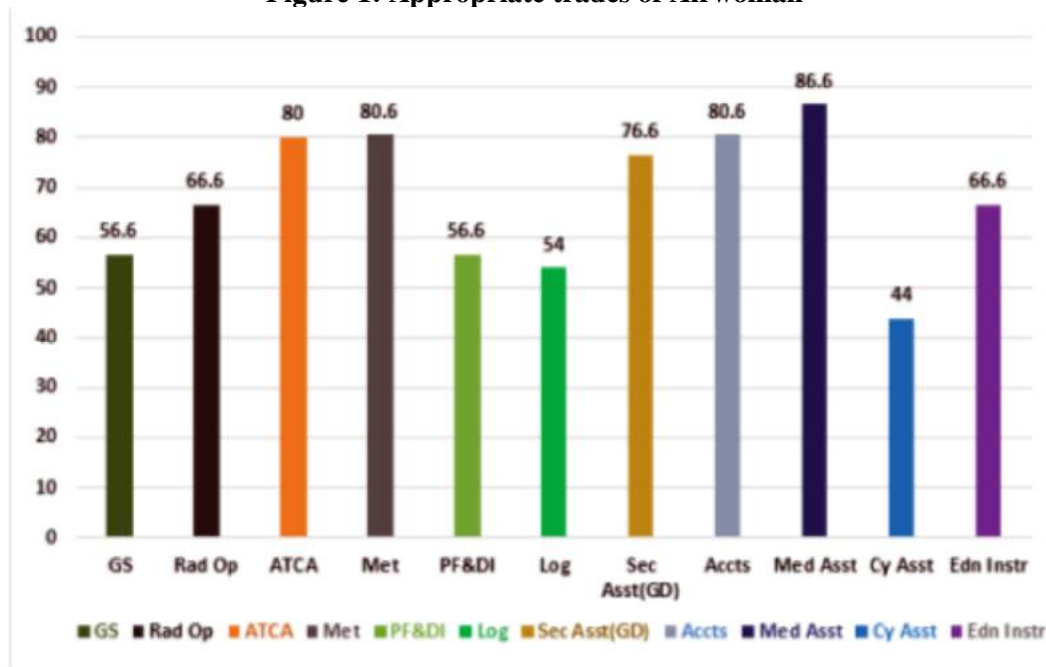
- a. **Grd Crew.** The most of the job of grd crew is on the field where they have to sometimes work beneath or top of the aircraft. Moreover, a group of night shift crew has to remain in the flight line for meeting eventualities. All these activities may be difficult for an airwoman to perform.
- b. **Armt Fitt.** Armt fitt need to handle huge load of armament including Missiles, rockets, ammunition box etcetera which demand tremendous physical strength. Considering the physical demand and the sensitivity of the job, it would be inappropriate to employ air woman as Armt Fitt. However, some airwoman may be recruited in photo trade to manage photo laboratory and other associated photography oriented works.

- c. **GE.** This trade consist of general mechanic, metal worker and carpenter. This work also need handling of heavy metal or wooden items which needs heavy physical strength and may not be appropriate for airwoman. Usually in Bangladesh female folks are never found in this kind of business.
- d. **MTOF.** Due physiological limitations, especially lack of height, driving heavy military vehicles would be very difficult for airwoman. Besides, MTOF has to travel many distant places alone or remain in waiting to different location where the environment may not be appropriate for the female.
- e. **Provost.** Employment of airwoman for security duty at night needs a number of considerations such as their own security and social norms. Therefore, provost trade seems to be inappropriate for the airwoman for regular entry. However, small number of provost may be inducted to handle several security issues related to woman such as family disputes, search of female, recording statement of female or dealing issues which needs attention of a female provost.
- f. **GC.** The primary duties of GCs are to carry out special operation, guard duties and remain stand by for any crisis. Besides, they are to move within very short notice and expected to survive with minimum administrative support in extreme environmental condition. As such this trade is also not suitable for airwoman.
- g. **Admin Assistant.** Airman of admin assistant trade has to remain busy in arranging different events of BAF. As such they remain outside most of the time and supervise work of civilian workers of BAF and other outsourcing agencies. Thereby this trade is also not suitable for airwoman. However, some airman may be inducted in managing catering flight.
- h. **Aircrew.** Besides, assisting in flight operation and management, they are to perform various duties. In outstation they are to remain with the aircraft alone and carry out post flight including refueling activities which is difficult for a female to carry out alone. As such, airwoman may not be inducted in aircrew duty. However, limited number of airwoman may be recruited as air stewards so as to employ them in passenger flights operating from airfield to airfield or other appropriate places.
- j. **Musician.** The type of work in this trade is suitable for female except carrying heavy instruments like big drums. Expert's opinion are also considered. Considering all, this trade is also found suitable for induction of airwoman.

Appropriate Trades for Airwoman

The survey findings suggest that there is huge scope to employ airwoman in GS, Rad Op, ATCA, Met Asst, PF&DI, Log Asst, Sec Asst (GD), Sec Asst (Accts), Med Asst, Musician, Cy Asst and Edn Instr trades. Besides limited number of airwoman may also be inducted in Pro, Armt (photo), Admin Asst (Catering) and Aircrew (Air Stewart) role. Employing them to those trades are highly preferred by the respondents also.

Figure 1: Appropriate trades of Airwoman



Source: Author's Self-Construct

Effect of Appropriate Trade Selection on Organizational Progress

Completion of Role and Task. All the unit of BAF has specific role and task to achieve and completion of which help BAF in attaining its progress. As such to achieve these role and task all the members of BAF has to contribute and perform up to the standard. If they are employed in GS, Rad Op, ATCA, Met Asst, PF&DI, Log Asst, Sec Asst (GD), Sec Asst (Accts), Med Asst, Musician, Cy Asst and Edn Instr, Pro (security), Armt (photo), Admin Asst (Catering) and Aircrew (Air Stewart) trade, they are likely to perform better and contribute to the organizational progress.

Maintaining Operational Readiness. Maintaining Operational readiness is one of the most important yardstick of measuring progress of any air force. Manpower, is one of the most important component of operational readiness of an air force. As inducted airwoman will comprise a good percentage of total strength, they should be placed in a best suited position as per their capabilities.

Morale. Organizational progress is directly related to the morale of all members. A person with low morale cannot produce good result. If not properly employed, airwoman may suffer from low morale causing inferiority complex. Besides, airman are also likely to be overburdened by sharing the task of airwoman which will be again a cause of low morale from airman.

Fellowship and Teamwork. For any organization to progress there is no alternate of fellowship and teamwork. Again the team work is the result of mutual respect and sharing of responsibilities. So if the airwoman are employed in a comfortable environment, they are likely to produce better output and become less dependent on male counterparts..

Devotion and Dedication through Professionalism. Every member of an organization has to perform with utmost devotion and dedication to achieve the desired progress. BAF is an organization of professionals. So, if the airwoman are rightly trained and employed, they will be able to achieve the professional competence. Again by becoming a professional airwoman, they will be able to display dedication and devotion.

Discipline. Discipline is one of the most important factor for any military organization. For BAF there is no alternate to have disciplined airman and airwoman to achieve desired organizational progress.

Motivation. To gain smooth organizational progress, a motivated workforce is necessary. To have motivated airwoman, good quality recruit is required, who will be motivated to receive appropriate training to turn them into professional soldier. On the other hand, if they are not given appropriate trade or posted to inappropriate places they will suffer in maintaining motivation.

CHALLENGES OF EMPLOYING AIRWOMAN IN BAF

Administrative Challenges

Physiological Difference. The basic difference between male and female lies in physiological aspects and men and woman of same size do not have the same strength. Physical fitness of woman also deteriorates after certain age and child birth. Besides, during pregnancy woman are likely to be out of physical training and parade activities for at least two years. These issue may restrict the airwoman to perform physical oriented jobs.

Problems in Employment. Employing airwoman at office after cease hours, key orderly duties, guard duty/ night duty or employing them alone will be a challenge. Besides, their non-availability during menstrual cycle will also create shortage of manpower in different occasions. Moreover, employing them in UN mission or Extra Regimental Engagement (ERE) duties will be a challenge, considering the special administrative requirement of airwoman.

Extra Burden on Male Counterparts. Non employment in night duty, regular sickness, maternal issue and child care etcetera may pose additional load to the male counter parts and at times make the airwoman as a burden to the unit/squadron.

Non availability of Infrastructure. Presently all facilities related to airman are male oriented. But male and female cannot be kept in the same block. Besides, other facilities like dining hall, TV room, indoor games, prayer room, and barber shop etcetera also need to be separated.

Limitations in Training Institutions. BAF RTS is designed to train the male recruits only. As such a complete separate infrastructure would be needed to start the training of airwoman. Non availability of female GST Instructor will also be an important factor in providing required training as most of the female respondent opined to undergo training with female instructor.

Marital and Parenting Issues. In Bangladesh context, Marriage, pregnancy, child and family caring are inevitable part of every woman's normal life. Female officers, due to their higher earning, have a choice of employing governess or adopting other suitable means, but airwoman may not afford that and hence would face difficulty in ensuring proper care of their children. On the other hand, though the maternity leave is for six months, an airwoman may face lot of difficulties to perform most of the duties during her pregnancy period and also a substantial time after post maternity leave as such most of the trades of BAF will be affected due maternity issue.

Adverse Effect on Family Life. Considering the socio economic perspective, it is very likely that most of the husband of airwoman will work in different profession. As such once the airwoman will be posted from one place to another place their husband may not be able to accompany them. This may lead to family disputes and discontent.

Reservation on Posting. It is very likely that husband of most of the airwoman will be working person. Besides, many of the airwoman are also likely to be married with their male counterparts. This may come up as a conflicting requirement between self and service interest.

Environmental Challenges

Difficulties faced by officer to deal with a female. In the society of Bangladesh, man are advised to behave soft with woman. The same mindset still prevails in military. As such, male officer may find difficulty in using harsh words to an airwoman when it is necessary.

Low Acceptance in the Units/Squadrons. Because of male dominating attitude of society the male airman may not accept female airman sportingly. Though they have accepted female officers without much difficulties but airwoman will be their competitor.

Gender Norming. Gender norming can be a factor for professional jealousy which may affect the efficiency of airwoman negatively. Due machismo effect, airman would tend to find out more weaknesses in women than what women actually are. Moreover, Male airman and officer of BAF thinks that airwoman will take undue advantages exploiting their gender.

Sexual Harassment Issue. BAF male airman comes from village families as such their personal discipline and self-control is not very high.

Positive Discrimination. In many aspects authority may allot airwoman with added facilities in terms of posting, promotion, course/visit abroad, allotment of house, transportation facilities, and special arrangements in office/accommodation etc. All these may create dissatisfaction in the mind of male airman.

Suspicion and Family Oppositions. Considering family background and social status, lady wives of officers are considered much more matured, but still there are cases where wives are found suspicious about their husband and which ultimately lead to family disputes. For airman community this is likely to be more in nature due to family background and social status of the spouses of airman/airwoman.

Social Discontent. In BAF, social interaction between airman and officer is restricted. While working in close proximity, the male officers may grow weakness and fall in love with airwoman, which may not be materialized up to the state of marriage because of social restrictions. As such, this issue may bring difficulties in social life.

WAYS AND MEANS TO OVERCOME CHALLENGES

Proposed Measures across BAF

Selecting and Recruiting Quality Candidates. Selection and recruitment is the first step of induction. BAF should formulate a comprehensive selection criteria so that only better quality candidates can pass through the selection process. Educational qualification of CGPA 3.5 and height 5 feet 3 inches should be the minimum standard.

Judicious Posting Plan. A comprehensive posting plan should be made considering all the requirements of airwoman. Preferably husband and wife (if any) should be posted to the same bases. Besides, if any airwoman marry an employee of other organization or businessman, due considerations in posting plan should be given specially during their maternity period. However, airwoman should be encouraged to marry within the service to avoid family life complications.

Proper Training. To make them professional airwoman, different courses such as Enrichment of personality, Sexual Exploitation and Abuse etcetera should also be planned. This will enable them to be confident and competent in dealing any odds.

Accepting and Addressing the Natural Need of Airwoman. However, initially airwoman may not be free to communicate their problem if the unit environment is not supportive. Besides, considering the difficulties of parenting, day care center must be established in all the bases.

Motivation. Regular motivation lectures may be conducted for the airman so that they understand the importance of female employment in BAF. Basic contents of motivation may include education on women empowerment, gender equity, the strength and weaknesses of women etcetera. Religious teachers/imam should also be included in this process.

Zero Tolerance for Abuse. According to the survey result a large number of respondents believe that induction of airwoman will cause rise in sexual harassment and the discipline standard of BAF may go down. Therefore, there should be zero tolerance for such incidents and guilty person must be awarded with exemplary punishment.

Female Cell. A female cell may be activated in all the bases where airwoman are serving. This cell may be comprised of 01 X Squadron Leader (female), 02 x Flight Lieutenant/Flying Officer (female) and 01 x airwoman from all the wings/units. Activation of this cell will give confidence to the female folks and they will have options to fall back to cell for any gender related grievances

Short Term Engagement. Considering the fact that physical fitness of woman declines with age faster than man. As such, their mandatory service should be up to 10 years, with an option of five years extension, not exceeding the total period of 15 years. Though this will allow BAF to get maximum benefit, but BAF is also likely to lose skilled manpower. On the other hand, many girl may not join BAF, considering uncertainty in future. As such engagement policy should be formulated with a very careful and thorough planning.

Male vs Female Ratio. Considering different limitations, it is obvious that beside airwoman there is no alternate of having sufficient number of airman in any unit. As such, induction of airwoman should be gradual and total number of airwoman may not cross 4-5% against overall airman strength at least till 2030.

CONCLUSION

Induction of airwoman in Bangladesh Air Force is a necessity and reality of time. BAF had been inducting female officers in different branches since 2000 and these officers have been performing satisfactory alongside their male colleagues. Many air forces in our region and across the world are also recruiting airwoman and they are performing well. Incorporation of airwoman in the organization is definitely a challenging decision, but if they are appropriately employed, they are likely to perform up to the standard which will ultimately facilitate the organizational progress of BAF. However, airwoman can be effectively utilized in Ground Signaling, Radar Operator, Air Traffic Control Assistant, Meteorological Assistant, Physical Fitness and Drill Instructor, Provost, Logistic Assistant, Secretarial Assistant (General Duties), Secretarial Assistant (Accounts), Medical Assistant, Administrative Assistant (Catering), Musician, Cypher Assistant and Education Instructor.

There are challenges associated with the integration of airwoman in BAF. Many of these are due to environmental factors like society, culture, religion etcetera. Some challenges are purely attitude and mindset based, while others are because of organizational limitations. Major challenges are resulting from physiological and psychological difference of women. Besides, there are few administrative challenges like accommodation, posting, child care, discipline issues etc. Failure in addressing posting issues may also cause family discontent and affects the unit's environment. To mitigate these challenges, a comprehensive policy guideline must be set to bring all stakeholder in the same platform. Effective training of airwoman will ensure capacity building which will augment their efficiency. At the same time, appropriate employment will help to exploit their potential. Besides, strong motivation, zero tolerance against indiscipline acts, establishing female cell and short term engagement will certainly help to make female friendly environment and ensure effective employment of airwoman.

RECOMMENDATIONS

Based on the research following recommendations are made:

- a. BAF should adopt gradual induction policy while recruiting airwoman. In the first entry, 100 X Female recruits may be enrolled against 10X Trades of GS, Rad Op, ATCA, Met Asst, PF&DI, Pro, Log Asst, Sec Asst (GD and Accts), Med Asst and Musician. Enrollment of 2nd entry should be planned after evaluating the performance of 1st entry and its overall effect on BAF environment. However, total strength of airwoman in trade should not cross 10% of its overall airman strength.
- b. Units/Squadron and other establishment likely to have airwoman in near future may be identified beforehand so that necessary administrative facilities like accommodation etcetera can be provisioned. Female officers may be posted to those units, which will have airwoman. Motivation and awareness program should be carried out to psychologically prepare airman for accepting women as their peers.

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Wing Commander Md Ahsan Habib was commissioned in GD(P) Branch on 06 December 1998 from Bangladesh Air Force Academy. He has completed his graduation from National University and MBA from Southern University of Bangladesh. He attended various professional courses at home and abroad. He held various appointments during his career in BAF mentionable Squadron Commander of BAFA, Flight Commander (Operations) of 18 Squadron and Flight Commander (Training) of 9 Squadron. Besides, he has also served at 2 Provost and Security Unit as Officer Commanding. Besides BAF, he also served in Special

Security Force (SSF) as Deputy Director and instructor of Training Bureau. He also had the opportunity to serve in United Nations Peacekeeping Mission in East Timor as Adjutant and Chad & Ivory Coast as Operation Officer. Before Joining the Air Staff Course, he was serving as Flight Commander (Operations) in 9 Squadron, BAF.

RETENTION OF SKILLED MANPOWER FOR BAF TO MEET THE FUTURE CHALLENGES

“What concerns me most – and what I am tracking most closely – is retention. Our retention rates are alarmingly low...it is clear our success depends on being able to retain good people to operate and support our high-tech machines.”

–F. Whitten Peters, Acting Secretary of the Air Force, USA

Wing Commander Mollah Mohammad Tohidul Hasan, GD (P)

ABSTRACT

BAF began its journey with the mission to keep the airspace of Bangladesh free from adversary. BAF have been running with the TO&E of 1986 with little expansion in course of time. Over the year, responsibilities of BAF have increased in manifold. At present BAF is undergoing modernization and expansion under Forces Goal 2030. BAF is inducting variety of platforms with cutting edge technology. For handling those equipment, BAF needs skilled and experienced technicians. Skilled manpower shortage was a long standing issue and will be acute due to additional requirements of FG 2030. BAF has to pay a lot of money and effort to train and develop skilled manpower. But most of the BAF technicians proceed on retirement at the age of 50-52 years. At that time, most of them remain mentally and physically capable and start their second career outside. It was revealed that BAF will have huge shortage of skilled manpower to meet the upcoming challenges. Therefore, retirement rate need to be slowed by retention through incentives, transparent career planning, ensuring secured life after retirement etc. Besides, BAF need to utilize its retired technicians by employing them in different squadrons and units under re-employment policy.

INTRODUCTION

Bangladesh Air Force (BAF) operates and maintains various modern aircrafts and weapon systems. For efficient handling of those machines BAF need skilled manpower. Every year BAF enrolls and trains a good number of personnel. The existing manpower strength is not sufficient to fulfill the future requirements. Every year, a considerable number of BAF technicians go for retirement. Even, after completion of full length of service, average age of an airman remains 45-50 years. Usually, many of them start their second career and get engaged in different civil organization. Due to policy bindings BAF cannot utilize them.

Training personnel with high skills are expensive, time-consuming, and difficult task. Therefore, measures must be taken to ensure that the highest quality personnel are retained within the armed forces. Fresh recruitment of airmen is far less than the actual requirement in BAF. A new technician will not be able to fill up the gaps of expertise in

different unit when the skilled/experienced person goes for retirement. Moreover, it takes another 10-12 years for a new/novice technician to gain required skill level. As such, BAF will have shortage of skilled manpower to meet the upcoming challenges.

This paper would make an attempt to ascertain the present state and requirements of skilled technicians in BAF. The future challenges for BAF in the field of skilled manpower would be analysed for finding out the ways to meet those by retaining the skilled technicians of BAF. The skilled manpower of BAF comprises all the skilled and experienced officers, airmen and civilians. However, this paper will only remain focused with the retention of skilled airmen/technicians of BAF.

SKILLED MANPOWER CHALLENGES IN BAF

Reasons for Manpower Shortage in BAF

Lower Effective Strength. As per the TO&E, present approved manpower of BAF is 18,277, out of which 11, 233 are airmen. In an average, airmen strength have the shortage of 5-10% than actual establishment. Moreover, at any given time the effective strength is much lower than the actual strength. At present, 3150 airmen are engaged in ERE duties, UN Missions, deputation and professional courses at home and abroad etc. As such, BAF is continuing its flying and supporting activities in the country with 70% of airmen's established vacancy.

Units Running without Approved TO&E. In general, it takes 3-5 years to get approval of TO&E for a new unit. Skilled personnel from the existing unit go and work at those units running without approved TO&E. At present, TO&E of 09 BAF units with a strength of 2258 are awaiting for government approval in different level. Total strength of manpower sent for approval is 2258 (1352 Airmen). Amongst the required 1352 airmen, at least 40%-50% airmen already started working in those proposed units. That means, 600-700 airmen are working in those units from already approved BAF units.

Effect of Retirement. Every year in an average 250-300 airmen goes for retirement. Amongst them above 80% are technicians. Thus the retired vacancies will be added with the additional requirement. Due to retirement process, BAF is losing its skilled and experienced technicians. Though retirement is a normal process, still BAF may try to retain the skilled and capable technicians to achieve its organizational goal.

Recruitment versus Requirement. In last 4 years around 600-650 airmen were recruited yearly. To fulfil the requirement of 'Forces Goal 2030', BAF needs to recruit additional 700-800 airmen each year. Through the analysis of the requirement of Forces Goal 2030 and retirement vacancy it is revealed that BAF need to induct around 950-1100 airmen every year. This is almost double for airmen than present recruitment trend. The following facts reveal the manpower induction requirement:

Table-1: Yearly Recruitment Requirement

Manpower	Present recruitment (Yearly)	Retirement (Yearly)	Additional for FG 2030	Future Recruitment Requirement	Recruitment Effort (Yearly)
Airmen	600-650	250-300	700-800	950-1100	170%

Source: Director of Recruitment, Air HQ collected on 21 August 2017

Effects of Shortage of Manpower. It has been revealed from focus group discussion that due to shortage of skilled manpower BAF OH units have been mostly lagging behind the schedule. Moreover, Due to shortage of technicians at Flt Lines and R&Is, the readiness and maintenance of aircrafts are being hampered and delayed. As a result, most of the squadrons cannot generate required number of training and operational sorties.

REQUIREMENT OF SKILLED MANPOWER IN BAF

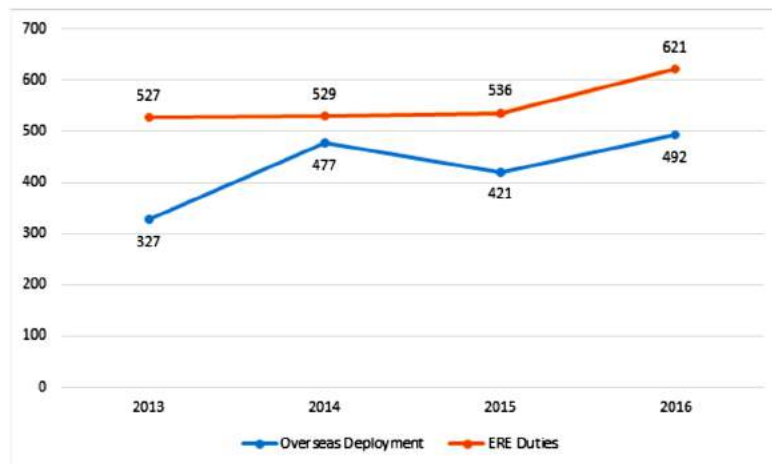
General. Air Force around the globe is a technical oriented service. Technology based platforms and weapon can perform better if those are operated procedurally and safely by the skilled personnel. Therefore, ‘man behind the machine’ remains as an important element for any air force.

Future Challenges

Forces Goal 2030. At present, the approved manpower strength of BAF is 18,277 out of which 11,233 is airmen. The total manpower requirement up to 2030 will be around 32,679 out of which 20,982 will be airmen. Thus, the additional requirement of airmen would be 9,749. That means, in general, the effort for manpower recruitment and training will be more than double than existing trend. As such, BAF need to almost double its technical manpower strength to fulfill the requirements.

Increased BAF Involvements. Involvement of BAF is increasing day by day in and outside the country besides its own activities. At present, 748 BAF personnel are deployed in UN mission. More than 700 vacancies are available for BAF personnel in different ERE organization. Besides, BAF is likely to deploy more 3 X Bell-212 in UN Mission within one year. So, to meet all the requirements, BAF need more number of manpower. The graph below shows the increment of BAF involvement:

Figure-1: Number of airmen working outside BAF (year wise)



Source: DOAO and BAF RO, collected on 18 June and 30 August 2017

Upcoming Units. To fulfil the requirements of Forces Goal 2030, BAF is likely to establish many units within next 10-13 Years. Only in 2017, establishment vacancies of 1557 have been approved by the government. By 2030, BAF is likely have almost double number of squadron and unit. As such, we need to retain the skilled manpower for manning those upcoming units.

Requirement in Second and Third Line Maintenance. At present, BAF has the capability of 3rd line maintenance for most of its aircrafts. Besides, Second line maintenance is also in place. More of analytical ability is required to perform the job in this level. Overhauling of the aircrafts and equipment are done in 3rd level maintenance. In 3rd level maintenance, the expertise requirement is enormous. At present, 05 x MUs and 03 x MROUs are working under BAC.

Future Hi-tech Equipment. Under Forces Goal 2030, BAF is likely to induct variety of platforms. Many of those platforms will be software based which would require set of specialized people. To utilize the platforms with its fullest capability, BAF need to have a group of capable, skilled and trained manpower in place. BAF is gradually imparting training and building its existing manpower to handle those modern equipment and weapon system. Still, exploitation of such specialized assets would also be a challenge for quite a long time. For example, it takes very skilled technicians at different stages of readiness for a KAB-500 bomb. Whereas, for a conventional bomb, 2 skilled technicians are good enough for the readiness.

Retirement Options for Technician

Retirement Options for BAF Technician. As per the policy of AFI 1/2011, max Length of service for Sergeant, WO, SWO and MWO are 27, 29, 31 and 34 years respectively. However, a technician can serve max 4 years as MWO. Minimum length of

service for MWO is 25 years. If an airman gets his highest rank at 28 years of service, he can maximum serve up to 32 years length of service only. At 32 years of service, average age of most of the technician become 50-52 years only.

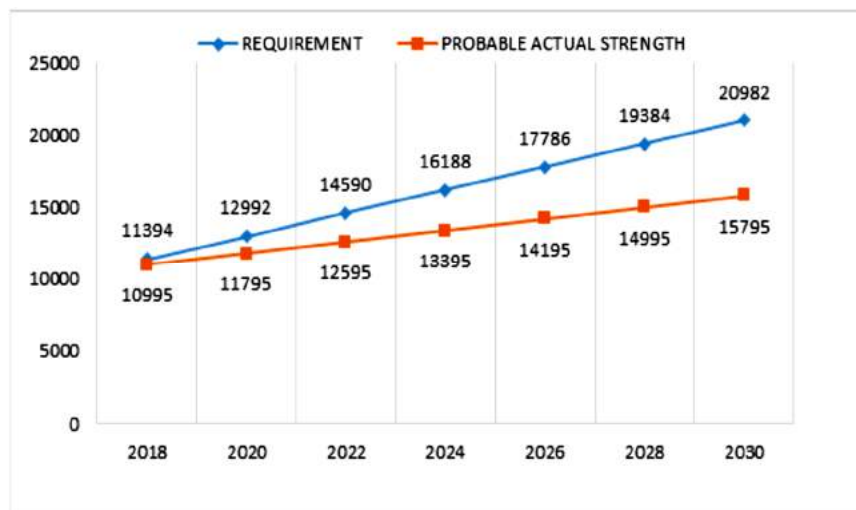
Retirement Policy in other Government Services. As per amended Bangladesh Public Servant (Retirement) (Amendment) Act, 2012, the retirement age for the public servant is of 59 years. As per World Bank data in the year 2015 Life expectancy in Bangladesh is 72 years. The source also mentioned that life expectancy in 1970 was 47 years. As life expectancy has increased so it is time to re think about the retirement policy of BAF. Most of the cases, it is found that an airman remains capable of working for another 10-12 years.

Aviation Organization in Bangladesh. Bangladesh Biman follows the normal rule of retirement of 59 years as per the government policy of Bangladesh (GM Iqbal, personal communication, September 04, 2017). In other aviation organization like US Bangla, Novo Air, United Airways, Regent airways and different helicopter services, a technician can work up to his ability. There is no retirement age fixed for those companies. They keep the expert workforce up to the maximum limit of their capability.

AVAILABLE OPTIONS FOR BAF TO MEET THE CHALLENGES

Recruit more no of technical personnel. At present, in every course maximum 670 recruits can be trained in Recruits Training School (RTS). RTS is currently undergoing extensive infrastructural development programme and would have a capacity to train 1,200 recruits by 2025. Again, an airman training is not only related to RTS but also major part of the training is conducted in Training Wing, BAF ZHR. At present, RTS is also under expansion in the name of Airmen Training Centre. As such, it will not be possible for BAF to fulfil the upcoming requirements through fresh recruitment (Figure 2).

Figure-2: Requirement vs Probable Availability Airmen for FG 2030



Source: DOAO and BAF RO, collected on 18 June and 30 August 2017

Retention of Skilled Manpower. Followings options may help BAF for the retention of its skilled manpower:

- a. **Job Satisfaction.** Job satisfaction and retention are interrelated. Only satisfaction can forecast whether an individual will voluntarily quit or remain on the job. For BAF personnel, Job satisfaction can be ensured through good organizational culture, appropriate incentives, meeting the basic requirements of housing and children education, transparent and equitable career, ensuring an honoured and secured life during service as well as after retirement, etc. However, due to recent pay scale, job dissatisfaction has reduced a lot.
- b. **Increase of Service Length.** BAF has the option to increase the service length of its personnel through government approval. At present, the retirement age of technicians are as per the rank. This limit may be made as per the age for all the ranks. Retirement age of a MWO may be increased up to the age of 55 years.
- c. **Re-call under Reserve Rules, 1967.** BAF has the option to recall its retired personnel under BAF Reserve Rules, 1967. As per that policy, a reservist airman/warrant officer shall come up for service with the Air Force when required to do so by the Government. MWO, WO or person enrolled may be recalled to service with the regular Air Force in the national interest, up to the age of 55 years.
- d. **Extension of Service.** The Chief of Air Staff (COAS), at his discretion, may extend the service of an airman up to maximum of 35 years of service or 55 years of age whichever is earlier as per AFI 1/2011. This year BAF will extend the service of 19 x E&I Ftr WOs under this AFI.
- e. **Contractual Service.** BAF has the option to retain its experienced and skilled technicians under contractual service. Bangladesh Army already has a policy in this regard. They have an initial contract of 5 years and extendable without any age limitations.

Performance of Retired Skilled Technician in Other Aviation Organization. Most of the aviation company in Bangladesh look for the retired technician of Bangladesh Air Force including Bangladesh Biman. In US Bangla Airlines 29 out of 45 technicians are retired BAF airmen. At present about 112 retired BAF technicians are working in Bangladesh Biman, which is about 20% of the total number of technician. Army aviation has employed 25 BAF retired technicians for the maintenance of their aircrafts and helicopters.

WAYS FORWARD FOR BAF

Retention of Existing Manpower

Retention through Motivation. For better retention of technical personnel, BAF need to ensure their quality of life, better career opportunities. Moreover, special incentives like accommodation, special pay and course abroad may be also provided at times.

Implementation of the Retirement as per age Limit. A meeting was held in Defence Ministry on 13 Jul 2016 to amend the present retirement policy of armed forces personnel. As per the agenda, the retirement age limit for MWO, SWO, WO, SGT was shown 55, 53, 52 and 50 years respectively. However, this policy is yet to be finalized. Advantage and Disadvantage are shown below:

a. **Advantage of the proposed Policy.** If the retirement policy is amended then BAF would have advantage to use the same skilled technician. Training cost and duration would be reduced.

b. **Disadvantages of the proposed Policy.**

(1) There will be effect on the flow of promotion as well as morale of all ranks of airmen in BAF. Posting and accommodation problem is likely to rise.

(2) Approximately 207 x MWO will not proceed on retirement for next 4-6 years due to increased svc length. As a result, $207 \times 3 = 621$ airmen in the rank of Sgt/WO/SWO will not be promoted to the next higher rank if new establishment is not approved.

Extension of Service. At present, BAF is retaining a portion of its technicians at the discretion of Chief of Air Staff under AFI 1/2011. For this purpose, a core group of skilled technicians may be earmarked who would go for retirement within next 4-5 years so that they can be re-employed just after their retirement. Advantages and Disadvantages of this system are shown below:

a. **Advantages.** Selected technicians will continue to serve for extended period of service. Those technicians will be able to share their Knowledge and experience amongst the new technicians.

b. **Disadvantages.** Promotion of other technicians may be delayed due to non-availability of vacancy.

Retention of Retired BAF Technicians

Re employment Plan as per Contractual Service. At present, 05 x retired technician have been employed at 214, 210 and 208 MROU on contractual basis. As per financial regulation of the government there is no rule for contractual employment for regular employee. At present BAF is proving the salary of those personnel from seminar fund of education directorate. The advantages and disadvantage are mentioned below:

a. **Advantages.**

(1) BAF would be benefitted as promotion, UN Mission, medical, ration and service quarter etc would not require to be considered for enrolling the retired airmen.

(2) There is less chance of problem with the command and control of employed technicians as they will be working as a civilian.

b. **Disadvantage.**

- (1) There is likely that discipline may be affected as those personnel will not be subject to punishment under BAF Act.
- (2) There might be problem with the command control as junior technicians are likely to control the organization where other seniors may be contractually employed.

Recall as per Reserve Rules 1967. BAF may plan to recall a good number of skilled technicians to meet the peace time requirements. However, a working policy has to be promulgated in this purpose.

a. **Advantage of Recall System.**

- (1) BAF would also save the cost of training and the duration of the training. Transfer of knowledge would take smoothly in long duration.
- (2) Technicians would be more encourage as it would be a part of rehabilitation programme for them.
- (3) The main advantage is that reservist airmen will not be treated under the existing TO&E. As such, BAF may continue to increase its strength even before the approval of establishment.

b. **Disadvantages of Recall System.** Admin difficulties may arise as a reservist airman would remain below the seniority of same rank airman. There is also a chance of acute shortage of quarters for the regular technicians as reservist airmen shall be entitled with a service quarter.

Re-employment Plan. Not all the technicians are capable or effective to uphold the maintenance capability of BAF. Some technicians are very effective, some are moderately effective and some technicians are less effective. Generally, about 50-60% technicians remain suitable for re-employment based on their expertise, suitability and requirement. A Board of Officer is to be carried out to prepare a policy for the re-employment of BAF retired technicians. Selected technicians may be employed in different units are as mentioned below:

- a. Different R&I Units.
- b. Different Maintenance Units of BAF.
- c. Different Repair Maintenance and Overhauling Units.
- d. Different training institutions e.g. Training Wing, Recruits Training School, Flight Safety Institutes etc.

Selection of Retired Technician. The criteria for selection of retired technician may be set as follows:

- a. A committee may be formed at Air HQ for the selection, re-employment of technicians. The committee may propose the salary for the required job.

- b. The technicians who went for retirement within last 5 years may only be considered up to the maximum age of 55 years.
- c. Initial contract for re-employment may be made for 2 years and can be extendable up to 59 years of age.

Service Facilities for the Recalled Retired Technician. The service facilities may be set as mentioned below:

- a. A reservist airman shall hold the substantive rank which he held at the time of transfer to reserve. However, the recalled technician will be placed under the serving technician of same rank.
- b. Reservist airmen shall, where considered necessary, be required to complete one month's training each year.
- c. A reservist airman shall be entitled to the same pay and allowances as are admissible to an airman of the corresponding rank and trade in the Air Force.
- d. Reservist airmen will be entitled with service quarter, leave, medical facility, pension etc. as of the regular airmen.

CONCLUSION

BAF was born during our great Liberation War with the mission to keep the sky of our motherland free from any adversary. From the inception, BAF has grown gradually and reasonably. At present, BAF is running on the approved TO&E of 1986 with expansion and inclusion of units time to time. The involvement of BAF has increased manifold in home and abroad. BAF has also increased its operational capabilities by inducting a good no of cutting age technology equipment and weapon systems. As such, requirements of skilled manpower have grown with the inclusion of all these sophisticated technologies. Moreover, under the approved FG 2030; BAF is likely to acquire required assets and recruit required manpower.

Most of the technicians get enrolled in BAF at the age of 18 years. As per present retirement policy, most of the technicians (even at the top rank of MWO) retires at the age of 50-52 years. Most of the cases, it is found that an airman remains capable of working for another 8-10 years. BAF has some options to retain its valuable skilled technicians. To fulfill the future challenges, BAF may try to extend the service length of all airmen. A selected core group technicians may be retained in BAF by extension of service. Amongst the rest of technicians, BAF may re-employ them as per contractual service or under BAF Reserve Rules. Re-employment under BAF Reserve Rules will be advantageous for BAF because of better financial management. It will also facilitate BAF to employ manpower outside establishment vacancy.

Retired BAF technicians are highly skilled and effectively performing job in other aviation organisation of Bangladesh. Due increased requirements and planned expansion program, it is unlikely to mitigate the shortage of manpower in near future. With existing

limitations BAF may enhance the operational and technical capability by utilising retired technical personnel. Retirement trend of effective technicians required to be reduced with appropriate incentive measures. Besides, retired capable BAF technicians may be utilized by re-employing them in different BAF units. As a result, BAF would be able address future challenges in mitigating the skilled manpower crisis.

RECOMMENDATIONS

Following recommendations are made to meet the future skilled manpower crisis of BAF:

- a. Appropriate incentive system may be implemented to retain the skilled technicians in service.
- b. BAF may pursue to amend the Defence Servant Retirement Act, 2016 as soon as possible.
- c. A core group of technicians (5-10%) may be earmarked in different units to retain them through extension of service.
- d. A board may be formed at Air HQ to prepare a policy regarding re-employment of BAF technicians under BAF Reserve Rules 1967.

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Wing Commander Mollah Mohammad Tohidul Hasan was commissioned on 23 November 2000 in GD (P) branch. During his service career, he has flown various types of fighter aircraft in BAF and flew more than 1600 hours in several types of aircraft. He has undergone 'Flying Training Course on YAK-130 Combat Trainer Aircraft' in Russia. He did his Junior Command and Staff Course from Squadron Officer School, Alabama, USA. He was awarded with the 'Chief of Air Staff Trophy' for the best performance in Flight Safety Officers Course at FSI BAF. He has served as Instructor Pilot in 11, 15 and 21 Squadron BAF. He also served as Flight Commander (Operation) and as Acting Officer Commanding in 15 Squadron BAF and Flight Commander (Training) in 21 Squadron BAF. He has served in United Nations Peacekeeping Mission Darfur, Sudan as Air Operation Planner. Before joining the Air Staff Course, he was serving in 21 Squadron BAF. He is married and blessed with a son and a daughter.

CENTRAL RESEARCH AND DEVELOPMENT (R&D) ESTABLISHMENT FOR BANGLADESH AIR FORCE (BAF): A STEP AHEAD TO ENHANCE OPERATIONAL CAPABILITIES

Wing Commander Mahfooz Ur Rahman, Engineering

ABSTRACT

BAF conducts R&D in all the bases and units in a regular manner. It started with isolated efforts than centralized efforts. Different bases have their own R&D cell that engaged in developing different projects. Technical personnel with their personal interest take the projects and conduct R&D. But lack of sufficient knowledge and experience are the hindrance of indigenous R&D work. Recently a good number of engineering officers have achieved the PhD degree which enriched their knowledge to perform more indigenous R&D projects. But, it is a matter of deplore that, Bangladesh Air Force does not have any R&D infrastructure. Lack of R&D organization makes the BAF personnel disorganized and discontinuation of effort. At the same time, it is a question, whether, it is fully possible with the level of knowledge and experience BAF personnel possess to conduct a comprehensive R&D that will help to augment of the operational capability of BAF. Taking that into consideration, the researcher proposed a solution with a structure of R&D organization for BAF thus validates the research hypothesis “A central R&D establishment will enhance the operational activities of BAF.”

INTRODUCTION

Background

The birth of Bangladesh is one of the most significant events of the 20th century. It emerged as an independent state after a bloody war in 1971. Bangladesh Air Force (BAF) came into being during the War of Liberation on 28 September 1971. Air Force was formed with one Dakota, one Otter and two Allouette-3 helicopters in 1971 Liberation War. There after induction of many aircrafts like MiG-21, AN-24, AN-26, Mi-8, F-6, F-7, A-5, AN -32, L-39, MiG-29, K-8 enhanced the strength. The induction of the sophisticated equipment enriched the operational capabilities of BAF in different phases. But, some unique modifications on these air assets could further enhance the operational capabilities if BAF would perform some research and development (R&D) activities. But after half a century, BAF could not make any major R&D activities for the enhancement of BAF capabilities.

R&D in the BAF started few years ago. It started with isolated efforts, not centralized efforts. A very few projects which supported a common cause were reported in different stages. However, few successful projects faced difficulties during implementations. It happened due to lack of sufficient knowledge, skilled manpower, policy and infrastructure. It is surprising that the Bangladesh Air Force does not have any central R&D infrastructure.

This paper will address existing R&D environment in Bangladesh Air Force for the policy and technological development. This paper will also examine the minimum organizational set up and research environment required as foundation to undertake forthcoming R&D for BAF before arriving at few credible recommendations.

PRESENT R&D STATE OF BAF

Present R&D Organization

Recently BAF has established few Maintenance, Repair and Overhaul (MRO) units like No 207 MRO, 214 MRO and 216 MRO. No 208 MRO, 212 MROs are already in function since long. All these MROs function under the command and control of Bangabandhu Aeronautical Complex (BAC). But, presently, there is limited scope to conduct R&D in these MROs due to some factors like agreement with respective vendors, lack of infrastructure and facilities. But, provisions can be made to establish a separate R&D establishment under BAC to conduct the R&D activities (Group Captain Ashraf in an interview on 17 August 2017).

Case Study

A case study was carried out to understand the present R&D activities of BAF. One of the greatest R&D activity has ever been done in BAF is developing a Non Directional Beacon (NDB) named “DISHARI”. The project was taken by no 205 MU in 1994. It took long years to study and finally develop a complete NDB system and finally could go for operational testing in 2002. Ever since the NDB was developed and made it ready for operational, the output of the NDB was not found satisfactory as expected. Hence the development is still on progress as of today. The major observations on the said NDB are poor output power and absence of multi-channel mode control. Making an NDB as a part of R&D is not that critical to take more than 20 years. But however, the project could not see the ultimate success as of today. That indicates that there are some issues that hinder the normal flow of R&D activities in BAF (Wing Commander Akhter in an interview on 21 August 2017) which are as follows.

- a. Lack of skilled manpower.
- b. Lack of adequate knowledge.
- c. Lack of production infrastructure.

Challenges of Present R&D Activities in BAF

BAF is conducting a number of R&D programmes but due to the lack of organized infrastructure, the R&D cannot see the success. Very recently, BAF started the design and manufacturing of Unmanned Air Vehicles (UAV) and in different phases of development, the UAV has been incorporated with different navigational aid to use it in reconnaissance role. The endurance system has also been enhanced. Now the question is,

what is the future the UAV? There is no production and quality assurance system available in BAF. So, even after successful completion of the project, BAF does not have infrastructure to go for massive production (Squadron Leader Mahfuz in an interview on 23 September 2017). There are few major issues and challenges that hinder to conduct sustained R&D activities in BAF. The challenges are discussed in the subsequent paragraph.

Lack of Urgent Need. Bangladesh is a peace loving country and maintains a good diplomatic relations with other nations. Unlike India and Pakistan, Bangladesh does not have any potential enemy. Bangladesh is really blessed in this regards. As such, Bangladesh does not have any urgent need to take initiative to conduct massive R&D activities.

Lack of Qualified Researchers. BAF has never focused on recruiting qualified researcher in BAF. The necessity was never felt. Although, a good number of technical officers have achieved post-doctoral degree but BAF could hardly utilize them in dedicated R&D activities due to other professional commitments. This kind professional commitment will always remain and BAF officers will be responsible to perform those. These will always remain as a challenge for BAF to conduct R&D.. In this regards, qualified and dedicated civilian researchers are required to be recruited in BAF to conduct R&D.

Lack of Authority. The researchers do continuous study and research to develop a system. At times, it is required to test the progress of the R&D product with the operational system. But due to lack of infrastructure and policy, the researchers are unable to do it. An independent authority to R&D organizations would minimize the problems and increase flexibility (Wg Cdr Akhter in an interview on 21 August 2017).

Agreement with other technical organizations. During different phases of R&D work, the researchers require technical support from other technical organizations but due to the lack of agreements, it becomes difficult for them. The NDB which was developed by BAF would not take long time if BAF would have made an agreement with other electric private company to share the knowledge and laboratory (Wing Commander Akhter in an interview on 21 August 2017).

Lack of Production Infrastructure in BAF. BAF does not have any production infrastructure for the successful R&D projects. Once an R&D project is complete, a massive production is required to manufacture the items. The operational capability of BAF cannot be enhanced without substantial production of items (Wing Commander Akhter in an interview on 21 August 2017).

R&D AND ITS IMPLICATION IN BAF OPERATIONAL REQUIREMENT

Existing Operational Requirements

BAF has inducted a good number of combat aircraft which can be exploited to its maximum capabilities. Induction of YAK-130 (Russia), F-7BG1 (China), K-8 (China), L-410 (Czech Republic) will definitely enhance the operational capabilities. On the contrary, the sophisticated aircraft of different origin increases more requirement of interoperability. It is little uncomfortable for a pilot to fly AN-32 of Russian and L-410 from Czech origin with dissimilar features (Wg Cdr Md Mezbah in an interview on 27 November 2017). Similarly, the F-7BG1 is facilitated with LS-6 INS aided bomb but F-7BG does not have. A local modification was done in the pylon and electrical system of F-7BG and the same bomb carrying provision was incorporated in F-7BG aircraft. Now the bomb which was purchased for 16 aircraft fleet but now can be planned for 32 aircraft fleet. This has enhanced the operational flexibility for the BAF planners. This will definitely enhance the operational capability of BAF fighter aircraft as well as pilots. (Wing Commander Masud in an interview on 26 November 2017).

Challenges To Meet The Operational Requirements

It has been observed through different interview and survey that BAF has got limitations and challenges to conduct R&D and to implement them in real system. Accordingly, the major challenges which are identified as follows:

- a. **Organizational Structure.** The departments in any organization need a proper structure. If the structure design is strong and fit enough, effectiveness will improve. So, R&D managers should know the properties of the people and tasks in R&D and then try to determine work flow, structure and model of organization in R&D. Usually, specialists are unmanageable. The creativity and innovation needs to more freedom and it means less direct control. Besides, R&D activities needs easy communication and collaborate decisions. As a result, flat structure with the least hierarchical level will better fits to R&D department. BAF does not have any independent R&D organization or establishment which can conduct R&D independently and flexibly (Wing Commander Akhter in an interview on 21 August 2017).
- b. **Proper Education And Knowledge.** R&D programs are conducted by a group of skilled people called researchers. These researchers possess degree education qualifications. As, R&D requires massive theoretical analysis. BAF does not have skilled researchers to conduct R&D. The best way to mitigate this problem is to borrow knowledge from outside. It is not possible to train BAF personnel to impart knowledge and make them qualified in short time. So, BAF may take support from other sources. BUET and MIST could be a good option in this regards.

Significance Of R&D To Meet Operational Requirements

Bangladesh could not build any industrialization capability to produce sophisticated air assets like aircrafts and radar system. All the air assets that BAF operate are originated in other countries. It is a huge costly affair and at the same time creates more dependency on the maintenance of the equipment. BAF entirely depends on the supplier and thus spends a huge foreign currency. Taking that into consideration, BAF had undertaken a number of R&D projects which has seen success in successful completion of the project. Few of the examples are given below:

- a. Production Of Non Directional Beacon (NDB).
- b. Production Of Automatic Direction Finder (ADF) Tester.
- c. Modifications On F-7BG Aircraft For Carrying LS-6 Bomb.

R&D STRUCTURE OF DRDO, INDIA

A structured R&D programme has a large impact on an organization's ability to execute technological advancement. Many countries have developed their own R&D organization at different levels. India has formed 'Department of Research and Development Organization (DRDO)' which deals with different kind of military R&D activities. In order to have a clear idea about a structured R&D organization, the R&D organization structure of DRDO, India is thoroughly studied.

Vision & Mission

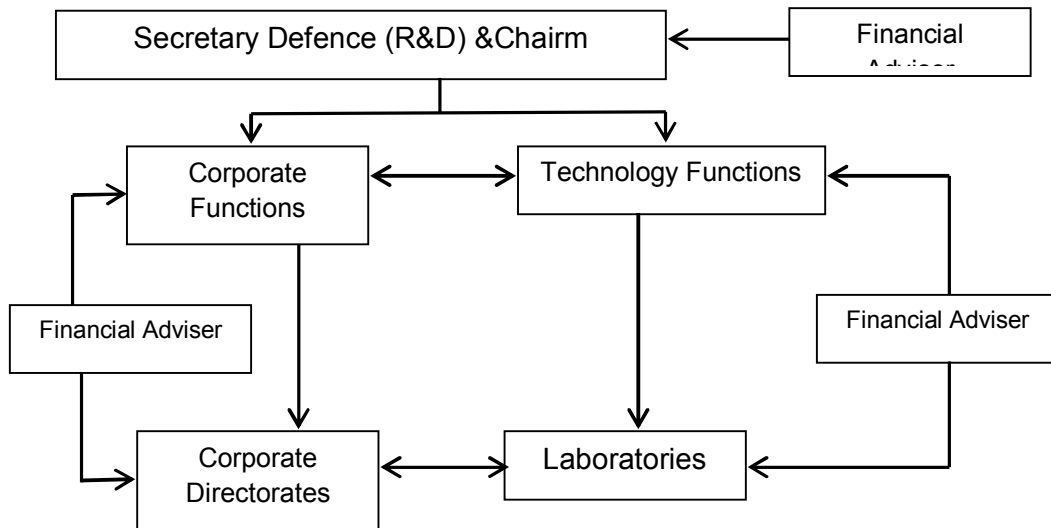
Vision. Make India prosperous by establishing world class science and technology base and provide our Defence Services decisive edge by equipping them with internationally competitive systems and solutions.

Mission

- a. Design, develop and lead to production state-of-the-art sensors, weapon systems, platforms and allied equipment for our Defence Services.
- b. Provide technological solutions to the Services to optimize combat effectiveness and to promote well-being of the troops.
- c. Develop infrastructure and committed quality manpower and build strong indigenous technology base

Organization of DRDO

The DRDO has two tier structures, the corporate headquarters, the Corporate Headquarters at new Delhi and Laboratory / establishments, regional center, field station across the length and breadth of country. DRDO Headquarters under the DOD R&D, is organized under two sets of directorates i.e. The corporate directorate and technical directorate. The present organization of DRDO is shown below:-

Figure-1: Organization Structure of DRDO

Source: Author's self-construct

Sphere of Activities of DRDO

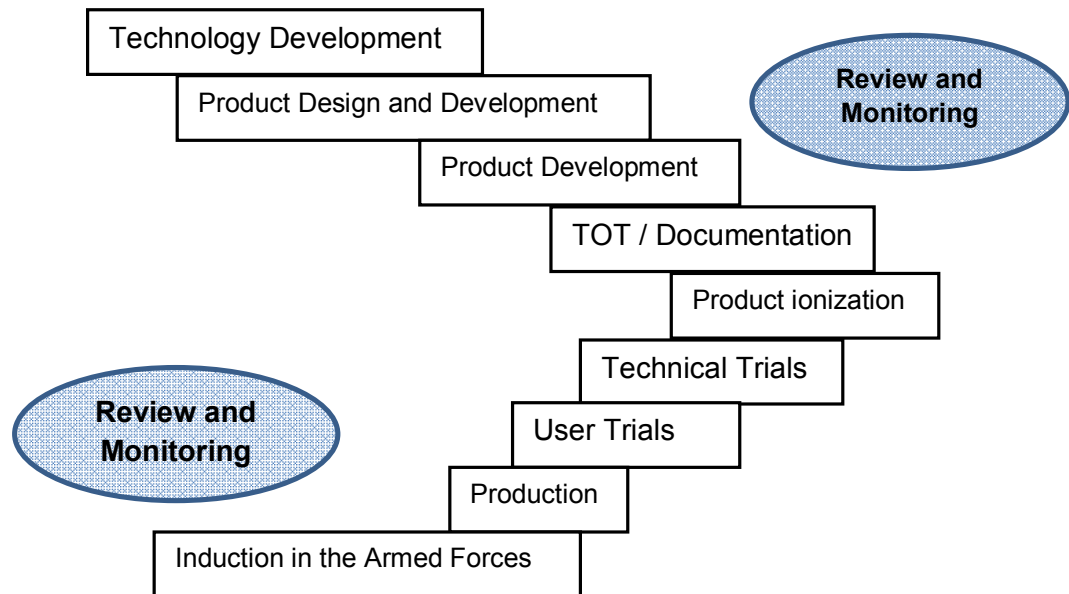
The important charter of duties include:

- Formulation and execution of programmes of scientific research and design, development, test and evaluation, in fields of relevance to national security.
- Direction and administration of agencies, laboratories, establishments, ranges, facilities, programmes and projects of the Department.
- All matters relating to certification of the design air worthiness of military aircraft, their equipment and stores.
- All matters relating to the protection and transfer of technology generated by the activities of the Department.
- Scientific analysis support and participation in the acquisition and evaluation proceedings of all weapon systems and related technologies proposed to be acquired by the Ministry of Defence.

Product Realization Model of DRDO

Product realization model of DRDO is as follows:-

Figure-2: Product Realization Model



Source: Author's self-construct

Interaction with Indian Industries

DRDO has taken a conscious decision to activity promote participation on Indian industry in defence production. Interaction with industries take place during different phases of a production cycle, such as:

- a. **Development Phase.** Once system / product to be developed is identified and qualitative requirements are established, suitable industrial entities are identified to participate in the activity as “Developmental Partners.”
- b. **Limited Series Production (LSP) Phase.** Once a lab developed prototype system, it is successfully evaluated by prospective users and a limited series production order is usually placed by the prospective user. Industry partners are co-opted for execution of this phase of activity.
- c. **Bulk Production.** Primarily, substantial portion of the work of sub-system is being framed out by them in consultation with nodal DRDO laboratory to private industries in the civil sector. With the opening up of defence production to industries in the private sector, their involvement is steadily growing up.
- d. **Spin-Off, Marketing.** Private industries are called upon to exploit the civil spin-offs from the defence technology by effecting required repackaging / modification. At times, there is a requirement of industry taking up maintenance of the equipment on its sub-system for a defined period. Scope also exists for industry to seek potential market for these products in India / abroad with due approvals.

PROPOSED FIELDS OF IMPROVEMENT TO CONDUCT R&D TO ENHANCE OPERATIONAL CAPABILITY IN BAF

Scope of Improvement

BAF conducts R&D since long but achieved little prominent success which can enhance operational capabilities. There are few reasons identified in the previous discussions. However, following points may be addressed for the successful conduct of R&D.

- a. **Improvement of Technological knowledge.** Over the period of time, BAF has taken steps to educate the technical personnel to build up their knowledge. A good number of officers of engineering branch have achieved Ph.D degree from well reputed university. Few more officers are undergoing course. But, the number is very less. The continuation of this effort will obviously enable BAF officers to produce good outcome through R&D. Only the training will not be sufficed if they are not given opportunity to serve in this field. Teaching profession in MIST could be a good option to develop their knowledge (Air Cdre Shawkat in an interview on 17 August 2017).
- b. **Integration of Civil /Public Resources.** Till now, in BAF, there is limited scope for civil or private organization to do R&D for BAF. But, this situation can be changed taking lesson from DRDO. BAF may approach to the different industries, factories, universities to carry out the desired R&D for BAF. The civil or private organisation (like BUET, MIST etc) will also be benefited in terms of enrichment of their knowledge.
- c. **Establishment of infrastructure.** To carry out R&D, research laboratory is prerequisite requirement. The R&D activities under Bangabandhu Aeronautical Complex (BAC) (Group Captain Faroquein an interview on 17 August 2017) can meet up the immediate requirements, but BAF needs to remember that overhaul complex is established for repair & maintenance not for R&D. Without ensuring a proper working environment & facility, it would be difficult to enhance the R&D considering the enhancement of BAF operational capabilities. As such, a separate & dedicated facility is required to conduct armament and avionics related R&D.

Proposed R&D Organization & Facilities for BAF

From the above discussion, it is found quite evident that an organization is required for conducting R&D to enhance the operational effectiveness of BAF. Taking the reference from DRDO, BAF may think for a broad R&D establishment as follows:-

- a. Aeronautics
- b. Avionics
- c. Missile System
- d. Radar System

- e. Electronics and Computer Science
- f. Human Resources, Training, Finance and Administration

Under the broad R&D establishment, few sub-division may be planned as follows (Armed Forces Division, Operations and Plans Directorate, 2017: 12):-

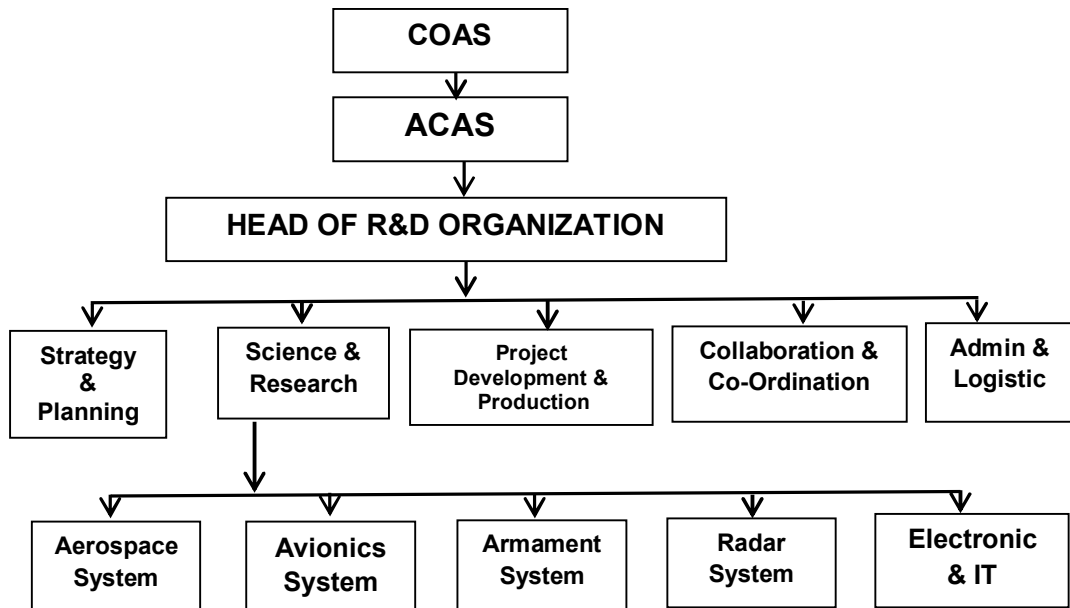
- a. Technology Development
- b. Production Design and Development
- c. Prototype Development and Documentation
- d. Quality Control
- e. Testing facilities
- f. Induction facilities

In order to conduct the R&D, the following major civil research personnel may be required in addition to qualified military researchers (Armed Forces Division, Operations and Plans Directorate, 2017: A-1) :-

- a. Chief Research officer
- b. Chief Scientific Officer
- c. Research Officer
- d. Scientific Officer
- e. Junior Scientific Officer

Details of Proposed R&D Establishment

The central R&D organization in BAF may be established as an independent entity with full financial authority, movement authority and recruitment authority for the civil researchers. The proposed independent organization may be established directly under Chief of Air Staff (COAS) or Assistant Chief of Air Staff {ACAS (O&T)} or a separate ACAS (Wg Cdr Akhter in an interview on 21 August 2017). Considering the above factors, the detailed proposed R&D organization may be as follows:-

Figure-3: Proposed R&D Structure for BAF

Source: Author's self-construct

Head of R&D Organization. The Head of R&D organization may be from BAF with a senior rank. The head of R&D may be given full financial and budgetary authority. In addition, full authority may be given to the chief on the following field (Wg Cdr Akhter in an interview on 21 August 2017).

- a. Recruitment civil researcher (non-government)
- b. Procurement of R&D related equipment
- c. Collaboration and agreement with civil & foreign company
- d. Making Government Order (GO) for any kind of foreign visit for the organization staff.
- e. Full authority on the sub-ordinate staff to keep and maintain the secrecy of the R&D activities.

Strategy and Planning Division. This division may serve directly under the head of organization would be responsible for formulating policy and overall planning of the R&D proposals in co-ordination with different squadrons, units, AFD, MOD etc (Wg Cdr Akhter in an interview on 21 August 2017).

Science and Research. This main division would be responsible for the conduct of the research. The head of this division may be a qualified BAF officer or a Gazetted Civil Officer having vast research experience. All the researchers would perform their research

under this division (Wg Cdr Akhter in an interview on 21 August 2017). The following fields of research may be conducted under this division:-

- a. Aerospace system
- b. Avionics System
- c. Armament System
- d. Radar System
- e. Electronic and IT System

Project Development & Production. This division would be responsible for the dealings with the outcome of research product. This division would ensure the following (Wg Cdr Akhter in an interview on 21 August 2017):-

- a. Quality Control Check
- b. Test and Trial with the System
- c. Prototype Development
- d. Production (with local resources or outsourcing)

Collaboration and Co-ordination. This division may be given responsibility for the collaboration and co-ordination with other agencies like (Group Captain Shahjahan in an interview on 21 August 2017):-

- a. To make co-ordination with educational institute (BUET, MIST etc) to conduct research on focusing on the operational requirement of BAF.
- b. To outsource the potential researcher in different sectors in Bangladesh.
- c. To co-ordinate with sister services for any joint venture programme.

Administration and Logistic System. This division may be responsible for following responsibility (Armed Forces Division, Operations and Plans Directorate, 2017: A-1):

- a. Transport Section.
- b. Budget and Procurement Section.
- c. Legal and media Section.
- d. Human Resource Management (HRM) and Administration Section.

CONCLUSION

R&D activities is a continuous and systematic effort to enhance the operational capability of any Air Force. BAF is still dependent on foreign technology and striving for self-reliance, but is far away from self-reliant technology. To compete with the modern technology; up-gradation, modification, development and innovation is badly required.

BAF has a few potential engineers with high academic background. BAF also has good technicians experienced in aircraft maintenance and radar maintenance. But, all the highly technical skilled personnel could not make any synergistic effect to make some modification that will increase the operational efficiency. Few of the reasons were identified as lack of knowledge and expertise, organized R&D structure etc.

Production of R&D product is a challenge for BAF due to its huge expenses. This can be supplemented by the taking some steps like, outsourcing, commercialization etc. Initially it is quite feasible to go for outsourcing for the production of R&D product. Gradually, different Bangladeshi companies can help to make massive production of this product.

Having understood the requirement and justification of central R&D system in BAF, it may be mentioned that, the neighboring country of Bangladesh, India has established an R&D establishment (DRDO) and has reached far ahead conducting military R&D not in military level but at national level. As such, BAF may think of setting up an independent R&D organization taking reference from DRDO, India to conduct the research keeping enough flexibility so that the establishment of this organization can be absorbed by the combined national R&D organization in near future if such requirement arises.

RECOMMENDATIONS

Basing on the major findings of the research, the paper recommends the following measures to be undertaken:

- a. BAF may take steps to setup an independent R&D establishment to conduct R&D in more organized way.
- b. BAF engineers and technicians may be given adequate training and higher academic degree to make them qualified researchers.
- c. Civil researchers may be recruited under the proposed R&D establishment to carry out research along with BAF researchers.
- d. Steps may be taken to interact with civil local and foreign industries in order to make production of the R&D product.

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